Municipality of Mississippi Mills

COMMITTEE OF THE WHOLE AGENDA

Tuesday, November 4, 2025

IMMEDIATELY FOLLOWING COUNCIL

Hybrid

3131 Old Perth Road.

G.3 Flow Monitoring Results and Capacity Allocation — 95 - 120

Recommended Motion:

THAT Committee of the Whole recommend Council receive the flow monitoring results for the two flow monitors located in Riverfront Estates and Mill Run for information;

AND THAT Committee of the Whole recommend that Council amend the Capacity Allocation Policy and By-law to increase the allocated capacity duration for Draft Approved Plans of Subdivision from two (2) years to three (3) years and increase the number of units from 50 to 100 for subdivisions in the Policy for allocation scoring, similar in effect to Attachments A and B.

Administration

G.4 CSMP Museum Recommendations and Action Plan — 121 - 155

Recommended Motion:

THAT Committee of the Whole recommend that Council accept the following workplan and project team to review funding and governance models, explore shared staffing, and develop a collaborative framework for museum operations for the North Lanark Museum and Mississippi Valley Textile Museum, with a final report to Council no later than April 30, 2026.

AND THAT Committee of the Whole recommend that Council approve funding in the 2026 budget in the same amount as 2025 for each of the Museums.

AND THAT Committee of the Whole recommend that Council acknowledges that funding beyond 2026 is not guaranteed and will depend on the museums' demonstrated transparency, collaboration, and accountability. Failure to meet these expectations may result in the withdrawal of municipal funding.

H. NOTICE OF MOTION

I. QUARTERLY REPORTS

These reports are for information purposes only. Please reach out to staff with any questions.

I.1 Corporate Services Quarterly Report – Q3 — 156 - 159

I.2 Development Services & Engineering Quarterly Report - Q3 — 160 - 164

J. INFORMATION ITEMS

J.1 Correspondence

The following items are correspondence received by the Municipality; no action is required; however, they may be pulled for consideration.

- Minister Flack re: AMO Follow Up
- Mississippi River Power Corporation (MRPC) re: Q3 2025 Shareholder Update
- Perth & Smiths Falls Municipal Annual Report
- CUPW re: Upcoming Mandate Review

J.2 Mayor's Report

a. AMO/ROMA Board Updates

b. ROMA Delegations

Delegation requests due by November 18, 2025

J.3 County Councillor's Report 165 - 166

J.4 Mississippi Valley Conservation Authority Report

J.5 Lanark County Police Services Board

J.6 Library Board Report

J.7 Meeting Calendar 167 - 168

a. Draft 2026 Calendar 169

J.8 Lanark County Traffic Advisory Working Group 170 - 175

K. OTHER/NEW BUSINESS

L. ADJOURNMENT

Recommended Motion:

THAT the meeting be adjourned at X:XX p.m.

The Municipality of Mississippi Mills

Committee of the Whole Meeting

MINUTES

October 21, 2025
Hybrid
3131 Old Perth Road.

Committee Present:	Mayor Lowry Deputy Mayor Minnille Councillor Ferguson Councillor Holmes Councillor Lowe Councillor Souter Councillor Torrance
Staff Present:	Ken Kelly, CAO Jeanne Harfield, Clerk Casey Munro, Deputy Clerk Kathy Davis, Director of Corporate Services Melanie Knight, Director of Development Services & Engineering

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A. CALL TO ORDER (immediately following Council)

Councillor Holmes called the meeting to order at 8:59 p.m.

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None were declared

C. APPROVAL OF AGENDA

Resolution No CW198-25

Moved by Councillor Souter
Seconded by Mayor Lowry

THAT the agenda be approved as amended.

CARRIED

D. APPROVAL OF MINUTES

Resolution No CW199-25

Moved by Councillor Torrance
Seconded by Councillor Ferguson

THAT the minutes dated October 7, 2025, be approved.

CARRIED

E. CONSENT REPORTS

E.1 Heritage Advisory Committee - September 3rd, 2025

Resolution No CW200-25

Moved by Councillor Torrance
Seconded by Councillor Souter

THAT the Heritage Advisory Committee recommends option 2 - decorative light, be used for lighting of the 5-span bridge restoration project in Pakenham;
AND THAT Council receive this motion and presentation as information.

CARRIED

E.2 Consolidated Employee Benefits By-law - Repeal

Resolution No CW201-25

Moved by Councillor Lowe
Seconded by Mayor Lowry

THAT Committee of the Whole recommend that Council repeal By-law No. 23-034 Employee Benefits.

CARRIED

F. CONSULTANT PRESENTATIONS

None

G. STAFF REPORTS

G.1 Consideration of a Capital Levy

Resolution No CW202-25

Moved by Councillor Lowe
Seconded by Councillor Souter

THAT Committee of the Whole recommend Council incorporate a 1% capital levy into the 2026 budget, such that 1% of the total tax levy collected will be deposited to a discretionary capital reserve account to be used for future capital investments.

CARRIED

G.2 Recommendation Report - Mill Run 7 and 8

Item not considered. Will be brought forward at a future date.

G.3 Recommendation Report - D14-MM2-25 - Ending Exclusionary Zoning (HAF)

Resolution No CW203-25

Moved by Councillor Torrance
Seconded by Councillor Ferguson

THAT Committee of the Whole recommend that Council approve the Zoning By-law Amendment to amend provisions within Zoning By-law #11-83 to add ‘dwelling, semi-detached’ as a permitted use in the Residential First Density (R1) zone within the urban settlement area of Almonte, similar in effect to Attachment A.

CARRIED

H. NOTICE OF MOTION

None

I. QUARTERLY REPORTS

I.1 Recreation Department Quarterly Report – Q#3

J. INFORMATION ITEMS

J.1 Correspondence

No comments

J.2 Mayor's Report

ROMA met last week. Working on a new Rural Infrastructure Strategy, which will work well with some data collection that AMO is working through. More details to come.

New data surrounding Rural Healthcare gaps. ROMA will be looking to update their recommendations in hopes of launching at the conference in January.

The early-bird deadline for the ROMA conference is on the 31st. The request for delegations was just released. It will be coming up on a future agenda.

J.3 County Councillor's Report

October 10th was declared World Homelessness and World Mental Health Day in Lanark County.

J.4 Mississippi Valley Conservation Authority Report

The Board met on Monday. There was extensive discussion about the Mill of Kintail. The Conservation Authority has decided to move forward with a steering committee. Councillor Holmes requested to be a member representing the Conservation Authority.

The area is under a level 3 drought status for both the Mississippi and Carp River sheds.

J.5 Lanark County Police Services Board

The Board met on October 14th. Highlights include:

- The Smiths Falls Courthouse will be closing, and all cases will be handled through Perth
- OPP staffing is up by 15%, with calls for service also up
- Municipal stats will be circulated. Further discussion on the format
- Discussion around Lanark County assuming the financial cost of the board at approx. $107,000/year.
- Ebike enforcement coming
- Next meeting November 19th

J.6 Library Board Report

The CEO and Board members recently met with staff to go over thoughts on the Downtown Secondary Plan.

J.7 Meeting Calendar

No comments provided

K. <u>OTHER/NEW BUSINESS</u>

None.

L. <u>ADJOURNMENT</u>

Resolution No CW204-25

Moved by Mayor Lowry
Seconded by Deputy Mayor Minnille

THAT the meeting be adjourned at 9:50 p.m.

CARRIED

Jeanne Harfield, Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

MEETING DATE: November 4, 2025

TO: Council

FROM: Drew Brennan, Senior Planner

SUBJECT: **Recommendation Report**
Affordable Housing Community Improvement Plan
Housing Accelerator Fund Initiative

RECOMMENDATION:

THAT Committee of the Whole recommend that Council adopt the Affordable Housing Community Improvement Plan, similar in effect to Attachment A.

PURPOSE AND EFFECT:

The purpose and effect of the proposed Affordable Housing Community Improvement Plan (CIP) is to enable the implementation of five (5) programs that would allow the Municipality to financially incentivize the creation of affordable housing. While the CIP establishes these programs, the implementation of the programs is at Council's discretion on an annual basis.

This CIP fulfills the Municipality's obligations under the 'Affordable Housing Community Improvement Plan' initiative as set out in it's Housing Accelerator Fund (HAF) Agreement with the Canada Mortgage and Housing Corporation (CMHC).

Additional information is available in Attachment B – Background Report presented to Council during the statutory public meeting on: October 7, 2025.

EVALUATION:

Planning Act and Community Official Plan (COP)

Section 28 of the *Planning Act* speaks to a municipality's authority to implement a CIP and the associated statutory requirements. Specifically, Section 28(2) of the Act indicates that where a local municipality's Official Plan includes provisions for community improvement, the Council may, by by-law, designate all or any part of the area covered by the Official Plan as a Community Improvement Project Area (CIP Area). The CIP Area is the geographic area to which any future CIP(s) would apply.

Following the designation of a CIP Area, Section 28(4) of the Act authorizes Council to prepare and adopt a CIP for the designated area.

Section 5.3.14 of the Municipality's COP includes enabling CIP policies that allow Council to designate a CIP Area and direct Staff to prepare a CIP for its consideration. In accordance with this policy, Council passed a by-law on August 26, 2025, designating the entire Municipality as a CIP Area. The CIP Area By-law can be found in Attachment C – By-law No. 25-063 Community Improvement Project Area.

With this milestone achieved, and following the statutory public meeting held on October 7, 2025, all legislative requirements have been fulfilled. Council is now able to consider the proposed Affordable Housing CIP in full compliance with the Act and Official Plan.

Affordable Housing CIP Programs

As previously discussed, the Affordable Housing CIP proposes to implement five (5) programs that would allow the Municipality to financially incentivize the creation of affordable housing. These programs are listed below for reference:

- Tax Incremental Equivalent Rebate (TIER)
- Development Charge Rebate
- Affordable Additional Residential Unit (ARU) Rebate
- Required Plans and Studies Rebate
- Municipal Incentive Rebate

A full description of the programs and their eligibility requirements can be found in Attachment A - Draft By-law - Affordable Housing Community Improvement Plan.

Both the Development Charge Rebate and Municipal Incentive Rebate are existing supports that the Municipality offers for incentivizing affordable housing through exemptions in the Development Charges and Fees and Charges By-law. The Affordable Housing CIP would consolidate these programs under its framework, enabling the Municipality to manage all affordable housing-related incentive programs through a single, streamlined policy tool.

Section 6.0 of the Affordable Housing CIP speaks to the conditions required for financial incentives provided through the CIP. As a minimum requirement across all proposed CIP programs, qualifying developments must include affordable dwelling units, with "affordable" defined according to the current Provincial Planning Statement (PPS). In cases where a development includes a mix of market-rate and affordable units, the CIP benefit will be prorated based on the proportion of affordable units. If funding is available, applicants may combine (or "stack") multiple CIP programs, allowing them to receive incentives from more than one program for the same qualifying development.

Applicants approved under the CIP must enter into a formal agreement with the Municipality to ensure the affordability of the units is maintained for a minimum period of ten (10) years. As part of this Agreement, applicants are required to submit annual documentation verifying continued compliance with affordability standards. If the PPS was updated to introduce more stringent affordability criteria, all active agreements must adhere to the new standards. If an applicant breaches the terms of the Agreement, they will be required to repay the full value of the CIP benefit received, plus applicable interest.

Section 7.0 of the Affordable Housing CIP outlines the application process. As a mandatory first step, applicants must participate in a pre-consultation with Staff and submit their CIP application prior to submitting any related planning or building permit applications.

- Once the CIP application is submitted, it is reviewed by staff to determine if it meets the requirements of the CIP program. It is important to note that the CIP does not provide retroactive incentives; projects that have already commenced before pre-consultation or application submission are ineligible.

- Applications will be considered on a first-come, first-served basis with applications accepted and reviewed on a rolling basis. The intent of the CIP process is that the proposed development application(s) is submitted alongside the CIP application.

- Subject to the availability of allocated funds, all complete CIP applications will be presented to the Committee of the Whole for review and decision. The Committee of the Whole serves as the approval authority for all CIP programs. Applications will be considered on a first-come, first-served basis with applications accepted and reviewed on a rolling basis.

- For those applications approved by the Committee, the successful applicant will enter into the previously mentioned Agreement, and issuance of the incentives will occur following the completion of the development.

Staff are of the opinion that the framework of the proposed Affordable Housing CIP will allow for a streamlined application process. It also implements safeguards to ensure that any distributed financial incentives are either used to support the creation of affordable housing or returned to the Municipality in cases of non-compliance.

Public Comments Received

/ Public Survey

Staff circulated the Background Report prepared by J.L Richards with an accompanying survey to the public using the Municipality's social media platforms. The intent of this survey was to establish how the Affordable Housing CIP aligns with community values. This survey received 215 responses in the three (3) weeks that it was live. A summary of the feedback received is provided in Attachment D – Survey Feedback Summary Report.

The Summary Report indicates that affordability is a central concern for respondents. Specifically, a total of 55% of respondents indicated that they spend over 30% of their gross household income on housing related expenses, with approximately 20% of respondents spending over 50% of their gross household income. Notably, 73% of respondents indicated that they support new affordable housing developments within their neighbourhoods and that they believe it is extremely important for the Municipality to enable housing development.

Although no specific feedback to the proposed CIP programs was provided in the open-ended question of the survey, the overall results of the survey speak to a demand for more affordable housing options within the Municipality. The proposed Affordable Housing CIP responds to this demand by providing the Municipality with additional tools to incentivize the creation of affordable housing where it may not have been feasible otherwise.

/ Comments from Non-Profit Development Sector

Following their review of the draft Affordable Housing CIP, a non-profit developer shared verbal feedback with Staff regarding the CIP and other initiatives that the Municipality could undertake to improve community affordability.

It was recommended that the dataset used to determine affordability of a development should be specific to Mississippi Mills as opposed to Lanark County as the regional planning area. Mississippi Mills has a notably higher average purchase price and rental rates relative to Lanark County (as a whole) in terms of what qualifies as “affordable” according to the PPS. According to the Ministry of Municipal Affairs and Housing, a purchase price that would result in 30% or less of the gross annual income for households in the 60^{th} percentile is \$429,000 in Mississippi Mills and \$381,400 in Lanark County. Using the lower data points from the County would make it more difficult for non-profit developers to meet affordability criteria and qualify for CIP programs.

The developer also encouraged the Municipality to actively monitor CIP incentive programs offered by neighbouring municipalities to remain competitive in attracting affordable housing projects. Several municipalities within Lanark County are reportedly considering updates to their Affordable Housing CIPs aimed at increasing financial incentives. While the proposed CIP was designed to align with existing programs in the region, ongoing monitoring and periodic amendments may be necessary to maintain competitiveness.

Other comments received include:

- Introducing density and height bonusing for affordable housing;
- Removing parking minimums and reducing required building setbacks for affordable housing; and
- Establishing an Affordable Housing Working Group.

Although these comments are not actionable through the proposed Affordable Housing CIP, other Municipal projects that are currently ongoing or planned take measures toward these initiatives. Specifically, the draft Downtown Secondary Plan proposes to allow height bonusing for development within the Downtown for those projects that provide a minimum of 10% affordable units. Similarly, Staff are intending to prepare a Municipal Parking Strategy in 2026 that will inform what tools could be used to mitigate the impacts of waiving parking requirements for affordable housing.

/ Statutory Public Meeting

The statutory public meeting was held on October 7, 2025. No members of the public provided comments at the hybrid meeting regarding the proposed Affordable Housing CIP.

Financial Implications

There are no direct financial implications associated with the adoption of the Affordable Housing CIP. Adoption of the CIP enables Council, through its annual budget process, to allocate funding to any of the five (5) programs outlined within the Plan.

The CIP does not commit Council to provide funding on an annual basis but rather allows Council to activate or suspend any or all programs in any given year, based on budgetary priorities. Furthermore, Council may allocate different funding amounts to each program, rather than distributing funds equally across all activated programs.

The Municipality currently holds $100,000 in a reserve fund designated for affordable housing initiatives, which may be considered for allocation to one or more CIP programs as part of the 2026 budget deliberations.

Community Housing Needs Assessment

As part of its HAF Agreement with the CMHC, the Municipality was required to complete a Community Housing Needs Assessment. A Housing Needs Assessment is a strategic tool used by municipalities and housing authorities to evaluate current and future housing requirements within a community. It involves analyzing demographic trends, housing supply and demand, affordability levels, and the needs of vulnerable populations such as seniors and low-income households. The findings of a Housing Needs Assessment can help inform local policies, funding decisions, and the development of targeted programs.

The Municipality’s completed Housing Needs Assessment can be found in Attachment E. Much of the information contained in this Housing Needs Assessment is aligned with the County’s Municipal Tools to Support Affordable Housing, updated with new 2021 Census Data, dated May 2023. Under the HAF Agreement, the Municipality is required to update the Housing Needs Assessment upon release of the 2026 Census by Statistics Canada and every five (5) years thereafter. This report is intended to supplement the monitoring of future CIP uptake to assist Council in assessing future demand for affordable housing and inform its annual budget process, including decisions to activate or suspend any or all CIP programs.

SUMMARY:

The proposed Affordable Housing CIP establishes a flexible framework for the Municipality to support the creation of affordable housing through five (5) targeted programs. Its adoption fulfills a key requirement of the HAF Agreement with CMHC and positions Council to respond to evolving housing needs.

All of which is respectfully submitted by,	Approved by,
Drew Brennan Senior Planner	Melanie Knight Director of Development Services and Engineering

ATTACHMENTS:

1. Attachment A – Draft By-law – Affordable Housing CIP
2. Attachment B – Affordable Housing CIP Background Report
3. Attachment C – By-law No. 25-063 Community Improvement Project Area
4. Attachment D – Survey Feedback Summary Report
5. Attachment E – Community Housing Needs Assessment

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 25-XX

BEING a by-law to adopt an Affordable Housing Community Improvement Plan respecting the incentivization of development that will result in an increase of affordable housing within the Municipality of Mississippi Mills

WHEREAS Section 28(2) of the Planning Act, R.S.O. 1990, Chapter P.13*,* as amended, provides that "where there is an official plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, the Council of the Corporation may, by by-law, designate the whole or any part of an area covered by such an official plan as a community improvement project area";

AND WHEREAS By-law No. 25-063 being a By-law to designate the Municipality in its entirety as a Community Improvement Project Area, was passed by the Council of the Corporation of the Municipality of Mississippi Mills on the 26th day of August 2025, pursuant to its authority under Section 28(2) of the Planning Act, R.S.O. 1990, Chapter P.13*.*

AND WHEREAS the Council of the Corporation of the Municipality of Mississippi Mills has provided for the preparation of the Affordable Housing Community Improvement Plan pursuant to its authority under Section 28(4) of the Planning Act, R.S.O. 1990, Chapter P.13;

AND WHEREAS the Council of the Corporation of the Municipality of Mississippi Mills held a statutory public meeting with respect to the Affordable Housing Community Improvement Plan on October 7, 2025, pursuant to its authority under Sections 17 and 28 of the Planning Act, R.S.O. 1990, Chapter P.13.

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills, pursuant to Section 17 and 28 of the Planning Act, R.S.O. 1990, Chapter P.13 enacts as follows:

1. Affordable Housing Community Improvement Plan, a copy of which is attached to and forms part of this By-law as Schedule "A", is hereby adopted.

BY-LAW READ, passed, signed, and sealed in open Council of the Corporation this 18th day of November 2025.

__________________________	__________________________
Christa Lowry, Mayor	Jeanne Harfield, Clerk

BY-LAW NO. 25-XX

SCHEDULE “A”

AFFORDABLE HOUSING COMMUNITY IMPROVEMENT PLAN

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

MEETING DATE: October 7, 2025

TO: Council

FROM: Drew Brennan, Senior Planner

SUBJECT: **Background Report**
Affordable Housing Community Improvement Plan
Housing Accelerator Fund Initiative

RECOMMENDATION:

THAT Council receive this report for information.

BACKGROUND:

Mississippi Mills will be receiving just over $3.3 million dollars in funding over the next three (3) years through the Housing Accelerator Fund (HAF) which is a federally funded program aimed to support the building of more housing in municipalities. The Municipality's HAF Agreement with the Canada Mortgage and Housing Corporation (CMHC) requires that the Municipality implement seven (7) planned initiatives, one of which is to implement an Affordable Housing Community Improvement Plan (CIP).

A CIP is a strategic planning tool that allows a municipality to offer financial incentives to stimulate private sector investment in the community. An Affordable Housing CIP implements programs with a distinct focus on encouraging the development of affordable housing units.

The Municipality retained J.L. Richards and Associates (JLR) to prepare the Affordable Housing CIP. As a part of this process, JLR prepared a Background Report which provides a summary of the legislative, policy, and community level context for the development of the Affordable Housing CIP. The report reviews various other municipalities and their CIPs to provide best practices and examples for programs, incentives, and other elements of the CIP. Additional information can be found in Attachment A - Affordable Housing CIP Background Report.

PUBLIC COMMENTS:

Staff circulated the Background Report with an accompanying survey to the public using the Municipality's social media platforms. The intent of this survey was to establish how the intent of the Affordable Housing CIP aligns with community values. This survey received 215 responses in the three (3) weeks that it was live. A summary of the feedback received is provided in Attachment B – Survey Feedback Summary Report.

A full record and analysis of the feedback received will be submitted with the future Recommendation Report.

AFFORDABLE HOUSING CIP:

The Affordable Housing CIP proposes to implement five (5) distinct programs that are intended to promote the creation of affordable housing within the Municipality. Although eligibility criterion varies, each program has a minimum requirement that the proposed development includes affordable dwelling units.

For the purposes of this CIP, 'affordable' is defined in accordance with the most current Provincial Planning Statement in full force and effect. The current definition from PPS, 2024 is provided below for reference:

"Affordable: means

a) In the case of ownership housing, the least expensive of:

    1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or

    2. housing for which the purchaser price is at least 10 percent below the average purchase price of a resale unit in the municipality;

b) In the case of rental housing, the least expensive of:

    1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or

    2. a unit for which the rent is at or below the average market rent of a unit in the municipality."

A brief summary of each program is outlined below. For comprehensive details, including rebate amounts and eligibility requirements, please refer to Attachment C - Affordable Housing Community Improvement Plan.

1. **Tax Increment Equivalent Rebate (TIER)**

   Provides a rebate equal to the incremental increase in property assessment and municipal property tax resulting from the development.

2. **Development Charge Rebate**

Provides a rebate of the Municipality's portion of the development charges associated with any new affordable housing unit. It is important to note that this is an existing practice of the Municipality that will be relocated to the CIP.

3. **Affordable Additional Residential Unit (ARU) Rebate**

   Provides a rebate for the creation of affordable ARUs, whether as part of a new principal dwelling, a new accessory building, or through the renovation of existing dwellings or accessory structures.

4. **Required Plans and Studies Rebate**

   Provides a rebate for expenses related to the preparation of plans and studies required as part of a planning application or building permit application.

5. **Municipal Incentive Rebate**

   Provides a rebate for planning application and building permit application fees. It is important to note that this is an existing practice of the Municipality that will be relocated to the CIP.

NEXT STEPS:

A staff report analyzing the merits of the Affordable Housing CIP will be prepared following the public meeting in order to fully consider any and all public comments received.

All of which is respectfully submitted by,	Approved by,
Drew Brennan Senior Planner	Melanie Knight Director of Development Services and Engineering

ATTACHMENTS:

1. Attachment A – Affordable Housing CIP Background Report
2. Attachment B – Survey Feedback Summary Report
3. Attachment C – Affordable Housing CIP

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 25-063

BEING a by-law to designate a Community Improvement Project Area respecting the redevelopment, revitalization, prosperity, and beautification of the Municipality of Mississippi Mills

WHEREAS Section 28(2) of the *Planning Act, R.S.O 1990, c. P.13,* as amended, provides that "where there is an official plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, the council may, by by-law, designate the whole or any part of an area covered by such an official plan as a community improvement project area";

AND WHEREAS the Community Official Plan for the Municipality of Mississippi Mills contains provisions enabling the Council of the Corporation of the Municipality of Mississippi Mills to designate Community Improvement Project Areas, by by-law, for the purposes of preparing a Community Improvement Plan;

AND WHEREAS By-law 13-1991 is a historic by-law passed by the Corporation of the Town of Almonte to designate a Community Improvement Project Area within the former municipal boundaries of the Town of Almonte;

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

1. That By-law 13-1991 of the Municipality of Mississippi Mills is hereby repealed;

2. That the Municipality of Mississippi Mills in its entirety is hereby designated as a Community Improvement Project Area;

3. This by-law comes into force and effect upon the day of its passing.

BY-LAW READ, passed, signed, and sealed in open Council this 26th day of August 2025.

Christa Lowry, Mayor

Jeanne Harfield, Clerk

Written approval of this by-law was given by Mayoral Decision MDE-25-007 dated August 26, 2025.

Survey Feedback Summary Report

Mississippi Mills Affordable Housing CIP

J.L.Richards
ENGINEERS · ARCHITECTS · PLANNERS

Value through service and commitment

Table of Contents

List of Appendices

1.0 Summary

The Municipality of Mississippi Mills released a public online survey as part of its public consultation efforts for the new Affordable Housing Community Improvement Plan. The survey consisted of 12 questions aimed at gathering feedback and perception from the public on the status of affordable housing in the municipality, as well as what could be done to better the affordability of rental housing through a community improvement plan. The survey asked questions regarding housing type, size, income, consideration of housing costs in relation to income, availability of housing in the community, types of housing best suited to the municipality, and barriers towards housing.

The survey received a total of215 responses in the 21 days that it was live. This quantity of feedback alone exemplifies the high interest in affordable housing from residents of the municipality (95% of respondents reside in Mississippi Mills). This data is useful for the project team for the CIP, and provides general knowledge for future works in/by the municipality.

Responses showed overwhelming support for new affordable housing developments in the community, with most respondents (about three-quarters) answering 'Yes' to the question “Would you support a new affordable housing development in your neighbourhood?” and only a small minority answering ‘No’.

The most frequently cited barrier to housing is 'high rent/home prices,' followed by a lack of available housing units and insufficient funding support from various levels of government. This indicates that affordability and supply are the primary concerns.

Nearly all respondents consider it 'extremely important' for the local government to enable housing development, highlighting a strong expectation for municipal action to address these challenges.

The survey indicated that 55% of respondents spend more than 30% of their pre-tax income on housing,with 37% of respondents spending less than 30% of their pre-tax income on housing and 8% being unsure. . This is significant in relation to the definition of “Affordable” from the Provincial Planning Statement, 2024 (PPS), which is the guiding definition for the CIP.

The definition states that

> *“Affordable means: in the case of rental housing, the least expensive of 1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or 2. a unit for which the rent is at or below the average market rent of a unit in the municipality.”*

These findings suggest that affordability, supply, and government support are central concerns for residents, and there is broad community backing for initiatives to address these issues. The written responses to Question 12, which asks for additional feedback, reflect a deep concern about the lack of affordable and accessible housing in Mississippi Mills, especially for low-income seniors, youth, and single individuals. Respondents advocate for mixed-income developments, flexible housing options, and infill housing to replace substandard stock, while emphasizing the need for other amenities to support these housing developments (green space, parking, etc.). There is strong support for simplifying the permitting process, reducing taxes and utility rates, and regulating short-term rentals to preserve housing stock. Infrastructure—roads, water, power, and public transit—is repeatedly cited as inadequate to support new developments, and there is concern about the long term planning horizon for these issues.

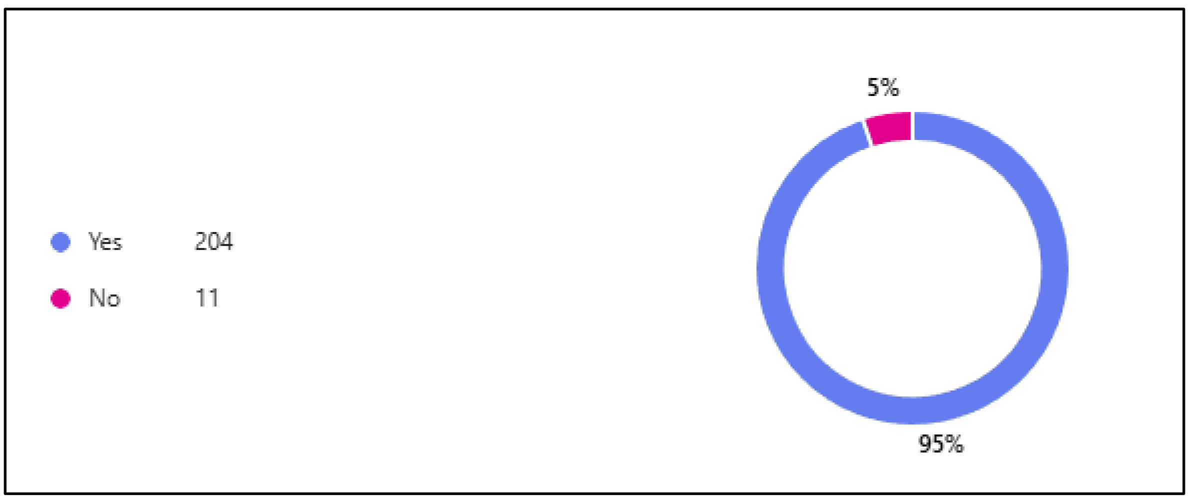
The responses also call for clearer definitions of “affordable housing,” and transparency around developer incentives. Suggestions include taxing owners of multiple properties, exploring co-housing and tiny home models, and learning from nearby towns like Carleton Place. Concerns about rising costs, stagnant wages, and limited local employment opportunities underscore the importance of this issue in the Municipality.

In reviewing the responses, the project team notes that not all comments directly relate to issues brought forward by the CIP, or issues that can be resolved through the CIP incentives. That said, the depth of responses have provided the Municipality with valuable information to help understand the challenges facing the community and will help inform future decision making.

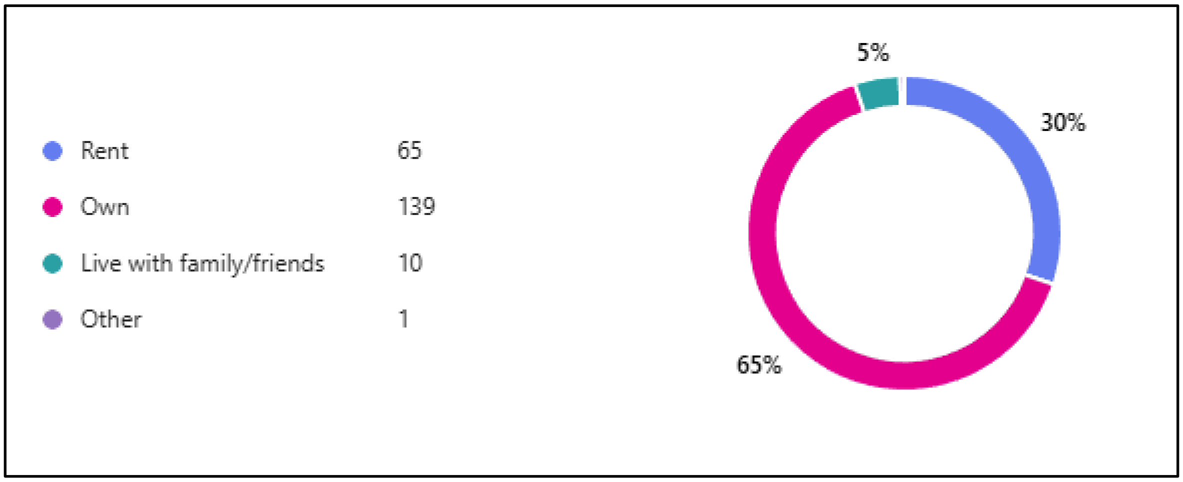
2.0 Detailed Response Feedback

This section of the report breaks down the responses by question, using pie charts to show the response percentages.

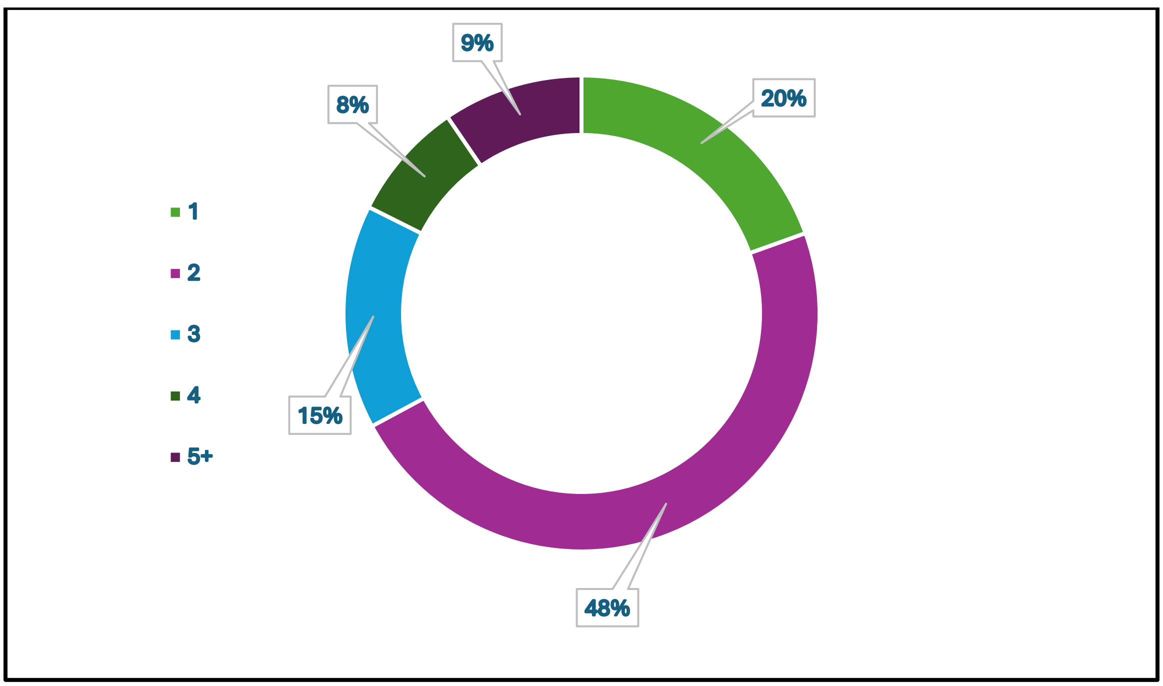
Question 1: Do you currently reside in Mississippi Mills?



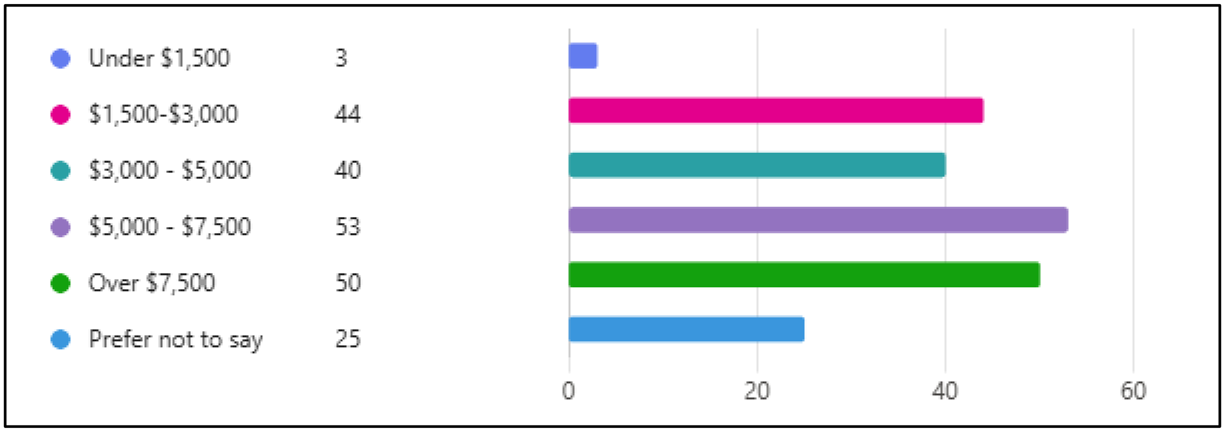
Question 2: What is your current housing situation?



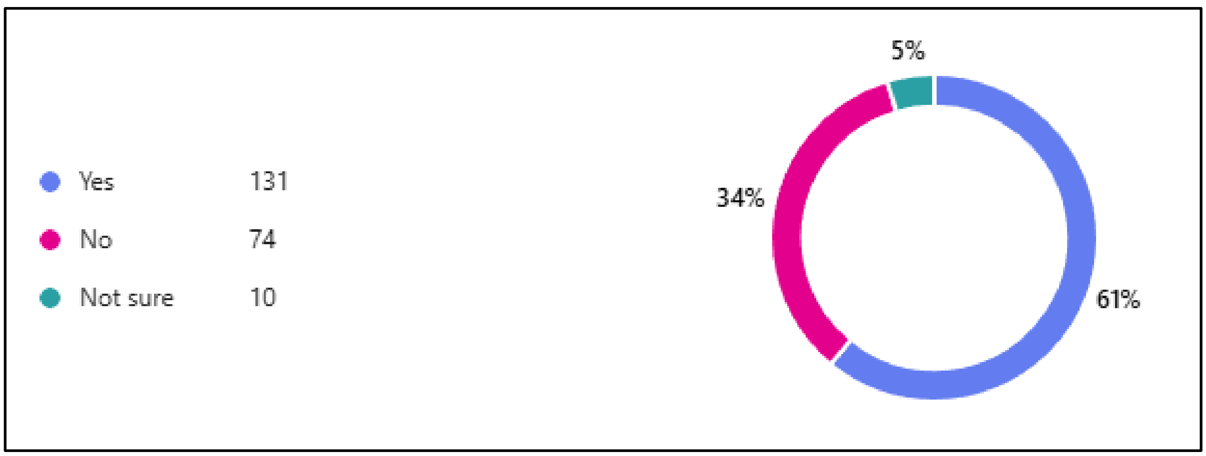
Question 3: How many people live in your household?



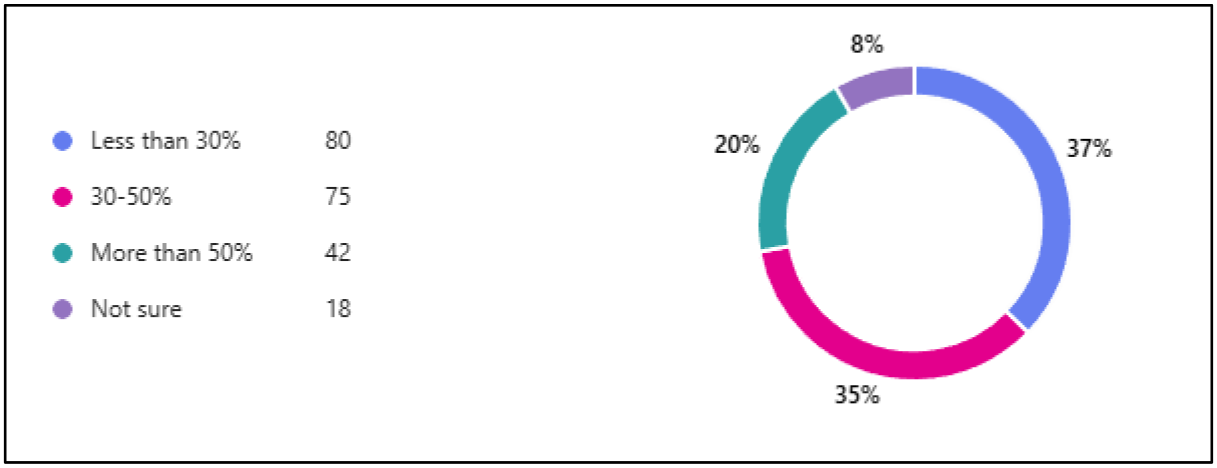
Question 4: What is your total monthly household income pre-tax?



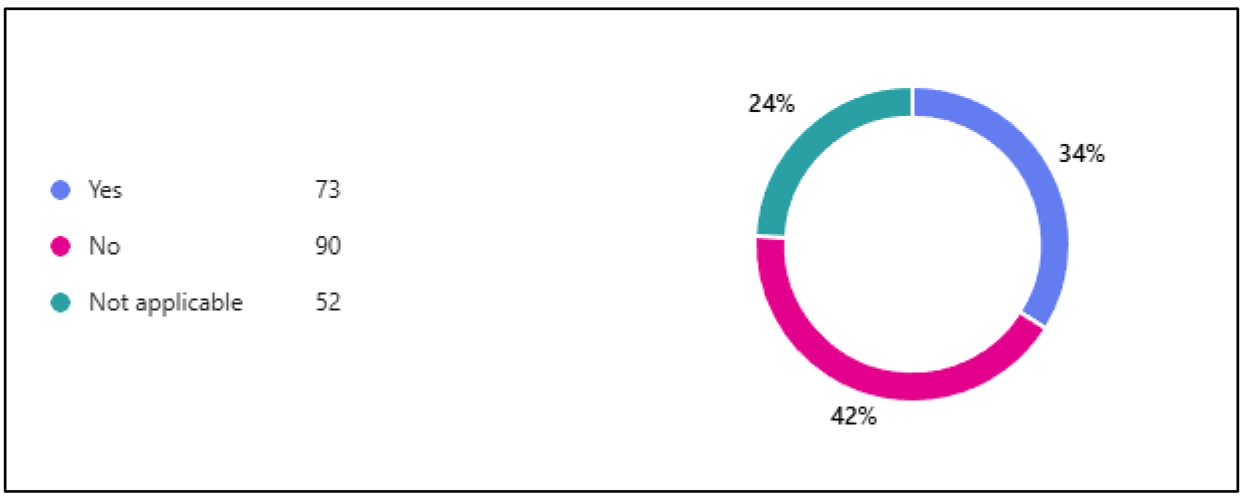
Question 5: Do you consider your current housing costs to be reasonable based on your monthly household income?



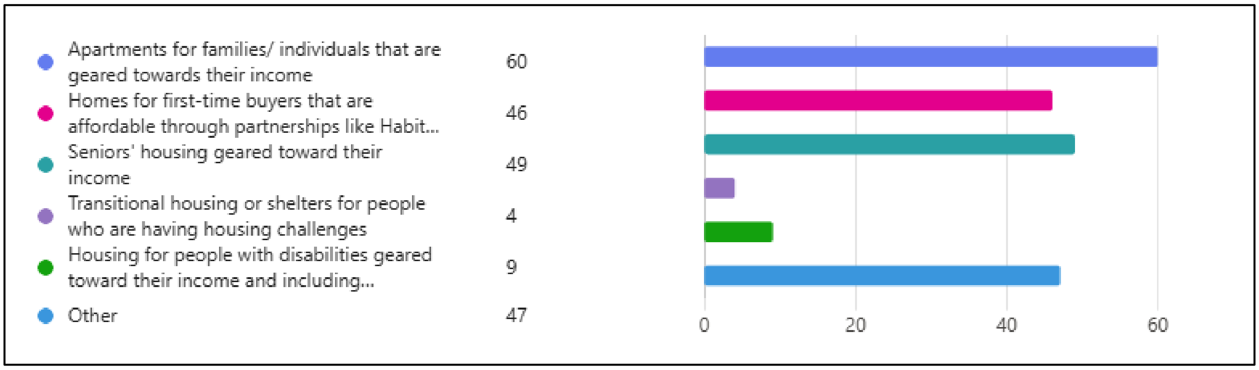
Question 6: What percentage of your pre-tax income goes towards housing costs (rent/mortgage and utilities)?



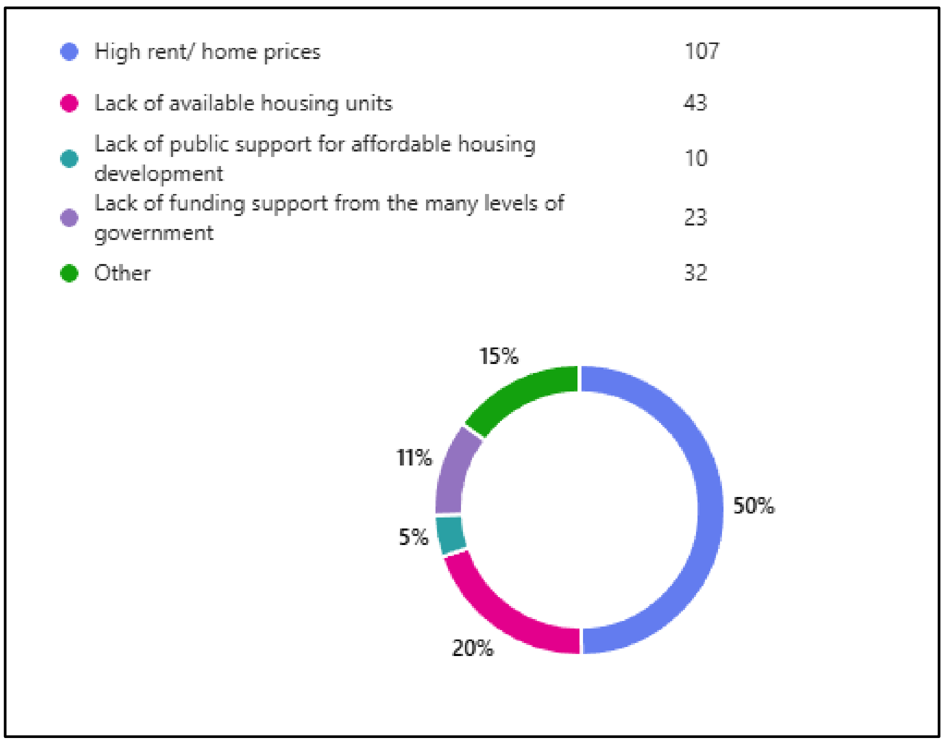
Question 7: Have you had difficulty finding housing in your community in the last 5 years?



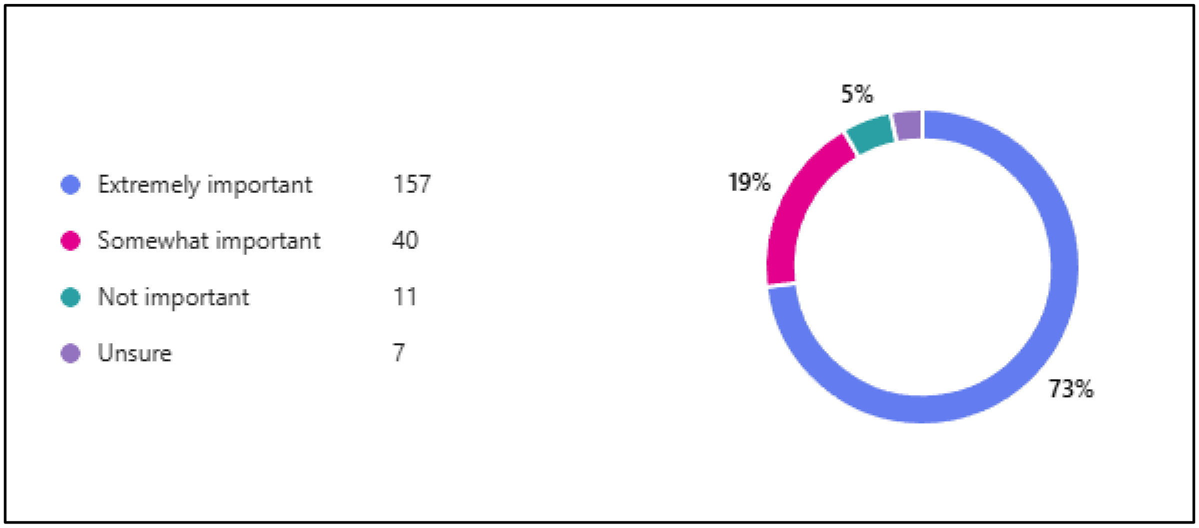
Question 8: What type of housing do you think would be best to have in Mississippi Mills?



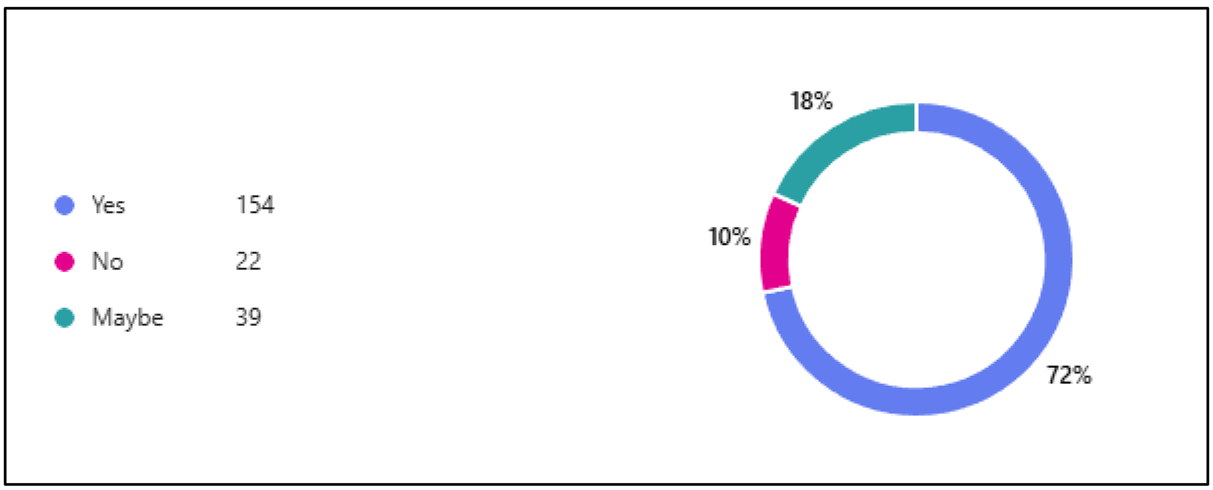
Question 9: What do you believe are the biggest barriers to housing in your community?



Question 10: How important is it for your local government to enable housing development?



Question 11: Would you support a new affordable housing development in your neighbourhood?



Question 12: Do you have any other comments regarding housing in the Municipality of Mississippi Mills?

- The responses to this question can be read in Appendix A. Due to confidentiality purposes, some of the responses have been slightly modified to omit personal information.

3.0 Conclusion

Based on the findings from the Affordable Housing Community Improvement Plan Public Survey, there is a clear and urgent demand for more affordable housing options. Out of 215 respondents, a significant majority currently reside in the area and own their homes, though a notable portion are renters or living with family/friends. Affordability emerged as a central concern: while 61% consider their housing costs reasonable, a total 55 % spend over 30% of their pre-tax income on housing, with 42 respondents spending more than half. About one-third reported difficulty finding housing in the past five years. The most desired housing types include income-geared apartments, affordable homes for first-time buyers, and seniors' housing. The top barriers identified were high rent/home prices, lack of available units, and insufficient government funding. Importantly, 73% of respondents support new affordable housing developments in their neighborhoods, and 73% believe it is extremely important for the local government to enable housing development—underscoring a strong community mandate for municipal action.

The goal of the Affordable Housing CIP is to provide incentives to build more affordable housing in the Municipality. The responses from this survey underscore the need for these efforts, and emphasize the importance of municipal programs, such as the CIP, to help build affordable housing in the municipality.

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Appendix A – Detailed Responses to Question 12

- Low-income seniors have difficulty in finding and affording housing.
- We already have quite a few rental properties on our street. I am Great believer in these types of properties being scattered throughout the community not all out in one place. Fourplexes are perfect.
- The newer rentals or houses must also be living spaces - outdoor spaces available and galleries on apartment units. Developments must have green spaces not limited to lawn but wild spaces for walks, raised beds, and biodiversity
- Ensuring sufficient infrastructure is in place to handle additional housing development.
- Those who are most in need of rent geared to income housing are least likely to see and be able to fill out this survey. Mix affordable and market rent housing.
- Please look at taxing people who own more than two homes in the municipality
- Needed sooner than later
- Do not subsidize. Instead reduce risks for landlords and the affordable rental units will be built.
- Because there is a lot of housing stock in Almonte Ward that is substandard, promote infill building to builders (to purchase existing substandard housing and either replace it with multi-unit dwellings or rehabilitate. Bring in municipal regulations about short-term rentals so that housing stock that is needed for affordable/attainable housing is not used for short-term rentals (the report mentions short-term rentals but the municipality doesn't have any regulations related to short-term rentals).
- Make the whole process of building (permits and inspections) simpler and more affordable
- Reduce the water and tax rates
- The town could focus on how it can stimulate interest in better use of public properties and private properties in decline and re-imagine laces like the surroundings of the fairgrounds or of churches, arena land and parks
- Energy efficient construction standards for dwellings with low energy demands must be the bottom line for any affordable housing. No natural gas heating.
- There should be no empty housing units aloud. Some form of compromise should be worked out be it to high cost or units made habitable.
- I am moving to Almonte this August
- More housing means more people. Do we have doctors and dentists to provide service. Landlords should be able to evict persons who do not pay rent, maintain property or are consistently having police presents.
- What's with the units on Main Street between Union Street and the Trans-Canada Trail? They could have been open for affordable houses rather than sitting empty and deteriorating for a year.
- It is totally inappropriate to develop a plan for Affordable housing development without first addressing affordable food prices. They both go hand in hand.
- Infrastructure has to exist to support it, roads, public transportation,
- It is very costly - materials, labour and soft costs for studies and permits. Process and building steps also take a long time. An individual landowner with a potentially suitable parcel would have many many frustrations in seeing such a project proposal from beginning to end. Just might not be worth the aggravations combined with the expenses that are expected to be floated for the 'public good'.

- As a 33 year old who makes over $100k a year it's unfortunate I cannot afford to purchase a single family home like my parents could. Sign of the times where the people who previously owned continue to gather wealth.
- There was more than one answer to the biggest barriers....lack of available units, lack of support to get youth started ie: downpayments etc.
- Yes. The Municipality of Mississippi Mills currently limits property owners from selling their land for housing if the previous owner severed the maximum lots. This needs to be amended so that property owners can sell their land for any type of use including housing. The rules of the 1970s don't align with current situation of needing more housing. We have nearly 100 acres that could be used for housing development as no one wants it for agricultural purposes.
- Almonte needs to improve their infrastructure before adding big housing developments. Roads are too busy now and power is always going out. Water bans are constant and local shops are not accessible.
- Lots of spaces for infill must be built to suit lots and affordable. Need more senior apartments
- Affordable housing needs to be closer to public transit to available jobs in Ottawa. MM does not have the employment opportunities to support low income families. It only creates a perpetual cycle. Investing in higher income homes will help pay for the needed infrastructure growth within MM to further economic growth and support new jobs.
- Regarding questions 8 & 9, there should be an "All of the above" option; all of the above is what I would have chosen as an answer
- Why should tax payers pay for this?
- Carleton Place seems to be doing well with small scale infill projects. How are they encouraging this type of development?
- Lack of rental accommodation
- I suggest that the survey be re-done. This is a complex issue. There are already players in the town that are working with MM. e.g. County, Lanark Community Alliance. And survey needs to better reflect the overall situation in the town.
- We need infrastructure improvements/additions before we do anything else. Is there a 10, 20, or 30 year plan for roads, water, sewage, etc.?
- MM may wish to consider new ideas like co-housing.
- Taxes make it hard for people to buy reasonable houses, and to rent is more than mortgages. It all doesn't add up.
- Almonte is no longer a "small" town - it keeps growing, yet the infrastructure stays the same - that is not feasible long term - more and more land is being developed on, which leave the wildlife less and less space, there are too many cars on the roads in Almonte as it is, we don't need anymore residents in Almonte, they can visit, but they don't need to stay.
- There needs to be much more clarity as to what is the actual price of "Affordable" housing in Almonte. Also more clarity as to whether you are discussing social housing supported by the government or private developers. Are these private developers being given grants to build social housing? Where will you get the data to show citizens what income level would benefit from this? What price would that income level need to pay for a rental or purchased home to obtain this "Affordable housing" Where will you pull that number from and what is the formula you will use to show that it is "Affordable" It's easy to say you as a local government want to provide "Affordable Housing" but what income level is it affordable to and how much will it cost that income level??

- Perhaps tiny homes built amongst others houses in Mississippi Mills for low income and senior citizens. These can be rentals and the option for seniors that sell their current homes to be able to buy one of these tiny homes.
- The wait time for affordable housing as a single individual is appealing. Even out the emergency list. 2 years of homelessness and couch surfing, having to put your personal safety at jeopardy just so you have somewhere to sleep is a joke and we should be doing better. If Minto can come in here and build 500 new home that will cost over $500 thousand dollars the lease some of those homes should have gone into building affordable apartment buildings and homes for families withing our community.
- There is a desperate need for safe, comfortable subsidized housing in Mississippi Mills. The wait time is far too long.
- We need new ways to think about hones, not just the way it's always been done. Individual houses and isolated apartments are the past.
- Way overdue
- If expanding, increase security, shopping and amenities for families.
- Thank you for MM progressive work facilitating secondary dwelling units
- I think you should have builder be more reasonable for their mistakes and correct the problem without so much hassle took over 4 years to have a roof fixed the roof should be replaced and crack in the foundation and a back tap that cannot be used cold wind blowing in my door and Tarion should take the job seriously.
- Before you build more houses, look at roads leaving town. Traffic is horrible now. Do extensive research re water table and sewage. LOWER TAXES FISCAL RESPONSIBILITY
- Cohousing-type units can offer affordable housing with the added benefit of close community support.
- I am a support worker of those needing affordable housing units and given the expanse of our community, affordable housing needs to be a part of this plan to support more community members.
- We need to get this affordable housing issue under control including holding Landlords accountable for Renovictions, before we lose more family's to other communities.
- We already have enough affordable housing in our neighborhood and they are very run down and some of the tenants are not good neighbors
- I wish we had a more enlightened electorate and a much better provincial government
- I support innovative, grassroots initiatives like co-op housing and cohousing. Increasing density
- The fundamental need for the unhoused is housing. Once that is stable it s possible to provide other services around health.
- One of the situations vis-a-vis subsidized or social housing is that once someone is secure in that housing, they hardly ever move out even when their financial situation changes. I suspect that up to 30% of our social housing is lived in by people who can afford market rent. Their rent does increase for their social housing unit but is by no means market rent, plus this does not address the needs of others who, based on their tax assessment, cannot afford anything but subsidized housing. We who are paying the majority of our various stipends on market rent do without proper food and clothing. We drive 15-year-old cars held together with bailing wire; we do not take holidays. We are the ones living lives of quiet desperation.
- Mississippi Mills, in particular Almonte and Pakenham, have a great model for sustainable housing development in their heritage downtowns. Mix-use mid rises surrounded by other types of housing provides a great jumpstart to model future housing

developments in the Township. Every new chunk of development should have space set aside for local shops, corner stores, groceries, and apartments.

- The municipality is allowing all these homes to be built/renovate existing homes by private owners and then have a ridiculous rent/price on them. There should be more control by the municipality of which homes are being built and for more affordable housing. The municipality should also have a vacancy tax/fee on private landlords on any residential homes/units that sit vacant for longer than a month. It is absolutely insane of what is happening out there, people can not afford anything, let alone people that are struggling to find a home are also struggling with the cost of groceries that are rising. If you want the town of Almonte to grow, then you need to focus on the ability to have people of all classes to be able to live there.
- Housing should not be purchased by out of town interests simply as investments. There should be strict rules on outfits like Vebo and Air B&B which remove decent homes and apartments from the local housing market. We need homes for locals, not more tourism.
- We as a community would benefit from more new affordable rental housing and less new luxury living rental property
- Need affordable housing for young middle class working people starting a family. Stop focusing on low income gov subsidized housing. And stop approving subdivision that will build overpriced houses. Riverfront got quickly out of control and drive prices to ridiculous high. Which has driven other houses too high
- Housing that is available isn’t always well-maintained so it’s difficult to leave when the alternative is well out of price range.
- Allowing multi generational development for people that currently own homes with space for in-law suites, etc.
- As a single parent I would love to be able to buy a house for my boys and I but find it difficult as I have no access to a down payment yet I pay more in rent than I would making monthly mortgage payments
- Mixed income housing developments. So there integration of rich and poorer people. A much healthier situation.
- With the development fees higher than ever it makes it difficult for builders to keep the costs as low as they once were. I understand that infrastructure is required perhaps other governments would have the resources to reduce that charge to something more reasonable. Will make is super tough for any investor to absorb the cost.
- The survey asks what type of housing is required and offers no way to chose non-subsidized options, or at least, options that are not geared to income. Rent geared to income (RGI) is not the same as Affordable Housing. RGI housing is a very expensive policy choice and suitable for households with very low income. One thing that could be considered is augmenting the supply of rental apartments for the “missing middle”. There is also a significant number of older wood frame homes in need of repairs in town that could be replaced by mid-density housing with the right market and government incentives. I feel that a vision of a refreshed used of the land (perhaps helped with zoning changes) might steer the market to make new best use decision for older less valuable homes that are clearly past their prime.
- I participated in Buildings In and thought it was awesome
- I currently live in Stittsville and am looking to retire in Almonte - hoping that it will not overgrow too rapidly where there isn’t sufficient infrastructure, traffic and health care to support the growth. Please consider all aspects that go along with new housing - affordable housing is essential for new homebuyers and those on a fixed income.

- Allow more additional dwellings on properties
- My mother-in-law was lucky enough to get into Clayton Sr Apartments - we need more of the same.
- Use local contractors, tradesman for the building project.
- 1.Rent geared to income can really give a family a leg up. 2. I would also be interested in establishing co-op housing in the area.
- I was pushed out of my old unit which was a 4bdrm plus den, full yard and 2 parking spots at $1505/month. I now rent a small 3 bdrm for $1800/month and I am lucky to have found that. No yard. Old building. Not ideal but it was the only thing available that wasn't + $2400/month. This is crazy
- The growth of Almonte is amazing, but local long time folks can't afford the cost of rent!
- Everyone deserves affordable housing
- I make a great salary, but as a single woman am unable to afford rent on a place by myself, leaving me to stay with my parents and pay them rent. It’s a tough situation when I know it could be worse. I make just over $93k/year and with student debt and the cost of living in Mississippi Mills can not support myself.
- Grocery store   playgrounds to support the growth.   More geared
- Pre tax income is an awful metric. I spend 30% pre tax but after tax is over 50%!
- Municipal infrastructure and services are the biggest barrier to more homes being built here. Since growing up here in the 90’s and 2000’s there has only been one grocery store that’s maintained service for the community. We’ve got lots of food trucks, but not a lot of local restaurant options. We’ve got lots of new neighborhoods planned, but no upgrades to the water and wastewater treatment capabilities of the town. The Main Street through town has become a highway and is gridlocked half of the time. New roads through town as well as new bridges across the Mississippi River are needed to support any additional growth in town. This conversation shouldn’t just be about what to do to make housing affordable, it should be about what the town needs to consider from an infrastructure perspective to support a growing population
- I'm surprised there was only one option above for the type of housing we need in the local area. We need apartment rentals, but we also need more affordable homes for first time home buyers. We also need to pay better attention to energy efficiency and health. One of my clients is a passive house developer, and they have identified the cost and designation of land, municipal development fees, and HST as three key factors pushing homes into unnecessarily expensive territory. I also think the local area has essentially functioned like an old boys club when it comes to what developments happen and where. There are many things I love about this community, but the way it is being developed is not one of them. New developments continue to make relying on a car essential. The new apartments built behind the Home Hardware and stores on that side of Ottawa street don't even have stairs/ramps built in to make it easy for those residents to comfortably and safely walk to the shops! It's so hard to understand.
- It would have helped if Q8 could have been an order of priority question.
- Thinking about selling and then renting, but renting in Almonte is the same amount that I pay owning my house with a mortgage. No win situation
- The staff need to be educated or at very least listen to their legal advice and hire professionals who are also competent.
- Thank you!
- We need to have more affordable/rent geared to income housing available for people. We need to include people who need affordable housing and can't get it in these discussions on how hard it is for them.

- Rentals need to decrease and stop increasing every year beyond the increase of income
- We need affordable townhomes as well as air conditioned apartments.
- Love Almonte and will be moving there within 2 years
- Property taxes should not be used to subsidize housing in a municipality of this size.
- I live in the country so you should have accounted for that in your last question.
- There is a set of newly built town houses on Ottawa St. Apparently vacant. The asking rental price for these was $4000. That was horribly disheartening. Morally wrong and made me angry and depressed every time I walk by.
- we have been looking for a 1-bedroom apt since the first of January' for my blind husband and myself. They are either non existent or the rent is 2x what we're paying now.

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Mississippi Mills

Community Housing Needs Assessment

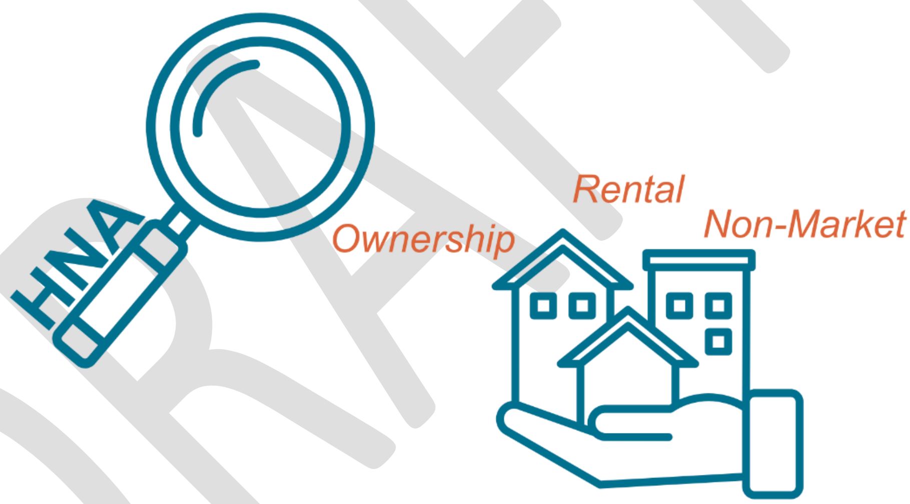
Department of Development Services and Engineering

Draft November 2025

Table of Contents

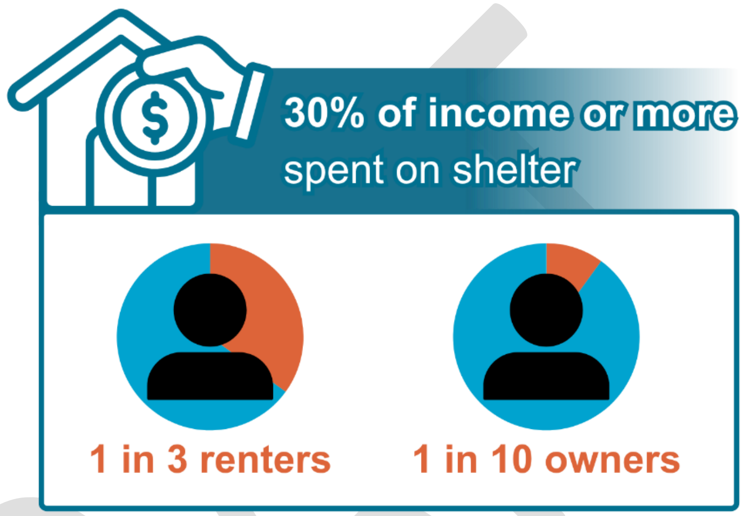
Summary

The Municipality of Mississippi Mills is experiencing significant shifts in its housing landscape, driven by population growth, an aging demographic, rising housing costs, and changing household needs. This Housing Needs Assessment (HNA) provides a comprehensive analysis of local housing conditions across the continuum, spanning ownership, rental, and non-market housing, while identifying gaps and opportunities to support a more inclusive, sustainable, and affordable housing system.



Mississippi Mills is one of the fastest growing regions within Lanark County with an annual growth of 1.8%. Growth projections expect the population to reach 25,820 by 2051, requiring approximately 150 new housing units to be built per year within the Municipality to ensure that every future resident has a home. The current housing stock mostly consists of single-detached dwellings with recent subdivision development providing a mix of single and multi-unit residents. **Rental housing in the Municipality makes up just 16.8% of the housing stock**, and recent data shows limited vacancy and rapidly rising rents. Local surveys have confirmed the perceived shortages in rental supply and widespread affordability concerns.

Mississippi Mills is grappling with a complex housing crisis marked by aging infrastructure, affordability challenges, and limited access to suitable and supportive housing. With 68% of homes being built before 2000 and 4.9% requiring major repairs, **many properties pose both livability concerns and financial burdens.**



Next, affordability is a growing issue, with the average home price of **$633,100** being out of reach for low- and moderate-income households. This average home price has stalled the housing continuum, and current residents are struggling. **35% of renters and 10% of homeowners are spending more than 30% of their gross income on shelter** which exceeds provincial affordability thresholds.

The National Occupancy Standard guides how many people should occupy a home, measured by the ratio of occupants to bedrooms. In Mississippi Mills, 1.1% of homes exceed this standard, presenting a problem of overcrowding. On the other hand, many seniors face struggles to downsize due to a lack of smaller, accessible, and affordable alternatives. This results in inefficient use of high-occupancy homes, stalling movement along the housing continuum.

High housing costs and poor living conditions are contributing to a growing number of households in "**core housing need**"—a measure used when a home is unaffordable, unsuitable, or in poor condition. Currently, 16.8% of renter households and 2.1% of owner households in Mississippi Mills fall into this category. The limited supply of 115 subsidized units and wait times of up to six years underscore the urgent need for expanded non-market and supportive housing options.

To ensure a balanced and resilient housing system, Mississippi Mills must plan for:

- **Increased supply** of affordable rental and ownership housing,
- **Diversification** of housing types provided through Missing Middle Housing,
- **Expansion** of non-market and supportive housing,
- **Age-friendly** housing designed to enable seniors to age in place, and,
- **Improved local data collection** to guide evidence-based policy decisions.

The findings from this assessment underscore the need for **proactive housing strategies** that reflect the evolving needs of Mississippi Mills' residents. By leveraging new legislative tools, strengthening partnerships, and aligning future development with demographic trends, the Municipality can foster a more inclusive and livable community for all.

Introduction

Mississippi Mills is a small but rapidly growing municipality experiencing significant growth and economic transformation. In response, this comprehensive Housing Needs Assessment (hereon referred to as the 'HNA') has been developed to evaluate the current housing stock, identify gaps in housing availability and affordability, and to forecast future housing needs in Mississippi Mills. As the community continues to evolve, aligning housing strategies with the diverse needs of its residents is essential to cultivating a vibrant, inclusive and resilient municipality.

This HNA report constitutes the first phase of the HNA process and assesses four key areas:

- housing demand,
- housing supply,
- existing gaps in housing, and
- future community needs.

This initial phase of the HNA required a comprehensive analysis of the current housing stock in Mississippi Mills, which includes assessing the types of housing available, such as **single-detached** homes, **apartments**, and **townhouses**, and determining their affordability relative to the median household income. The assessment also considers the condition and age of the existing housing stock and identifies any areas that may benefit from renovation or redevelopment. Through examination of these elements, the assessment provides a clearer understanding of the local housing landscape and reveals potential areas of shortages or surpluses in the housing market.

The HNA then integrates population and employment projections to anticipate future housing demand. With its proximity to Ottawa and growing appeal as a commuter municipality, Mississippi Mills is expected to continue experiencing steady population growth in the long-term. This appeal will drive demand for diverse housing options, ranging from affordable rental units to larger family homes. The assessment accounts for the needs of various demographic groups, including young professionals, families, multigenerational families, seniors, and low-income households, to ensure a comprehensive understanding of local housing requirements.

By proactively identifying current and future housing needs, the Municipality can implement strategies to provide residents with access to safe, affordable, and appropriate housing, thereby enhancing long-term sustainability and overall quality of life within the community.

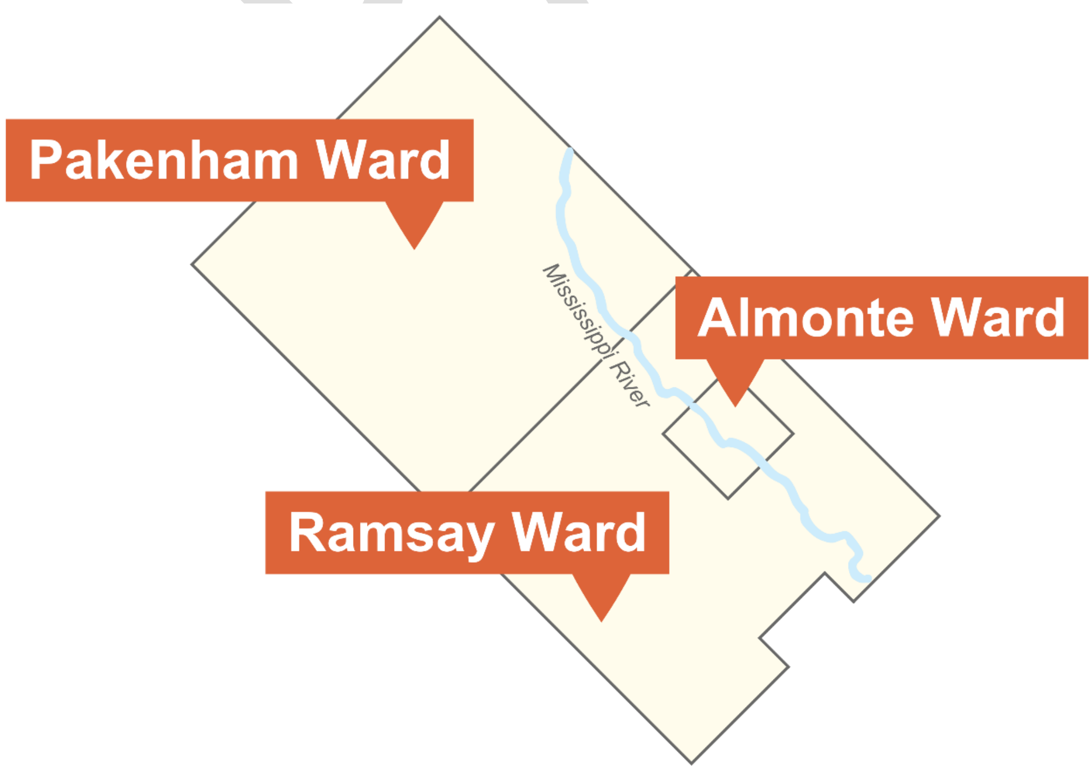
Image 1: *Map of eastern Ontario highlighting the location of Mississippi Mills. The municipality is located one hour west of Ottawa, three hours west of Montreal, and two hours north of Kingston.*

Map from WikiMedia, by User:NordNordWest - File:Canada Ontario location map 2.svg, CC BY-SA 3.0, https://commons.wikimedia.org/w/index.php?curid=20338493

Background

Located in Lanark County, the Municipality of Mississippi Mills borders the City of Ottawa and is situated approximately 50 kilometres from Ottawa's downtown core. As Ottawa continues to grow, **so too does Mississippi Mills**, driven by its appealing quality of life and strategic location near the national capital region.

Within the context of rural and small-town Ontario, Mississippi Mills is distinct. Its urban and rural landscapes reflect the rich settlement history of Eastern Ontario, with strong ties to early agricultural and industrial development. The Municipality offers a compelling mix of scenic landscapes, heritage architecture, cultural amenities, and a diverse commercial and institutional base, making it an attractive alternative to the large urban environment of Ottawa. As a result, the Municipality is expected to experience increasing growth pressures, particularly as a destination for commuters, families, retirees, and others seeking a balance between rural charm and urban accessibility.



The Municipality was established in 1998 through the amalgamation of the **Town of Almonte** and the **Townships of Ramsay** and **Pakenham**. This restructuring unified a mix of urban, rural, and village communities under a single local government. Today, the Municipality is organized into three wards: Pakenham in the north and Ramsay in the south surrounding the Almonte Ward. Almonte is the Municipality's primary urban hub and most densely populated area. As the only settlement area with municipal water and sewer services, Almonte hosts a range of businesses and services. Beyond Almonte, the Municipality includes much agricultural land and several smaller rural settlement areas known collectively as the Villages: **Pakenham**, **Blakeney**, **Clayton**, and **Appleton**.

Geographically, the Municipality is defined by the **Mississippi River**. Ramsay and Pakenham Wards contain the Municipality's agricultural land, located on either side of the river. In contrast, the western portion of the Municipality is characterized by the rural, rugged terrain of the Canadian Shield. Historically, the area's rural development was based primarily on **agriculture** and **forestry**, which continue to shape its character today.

Today, Mississippi Mills functions as a diverse and evolving municipality, balancing the preservation of its historic and rural roots with strategic planning for growth, housing, infrastructure, and community development. **Mississippi Mills' Community Official Plan directs most of the growth toward Almonte, with a target of 70% of new development focused in the urban area.** The remaining 30% is planned for rural areas, with an emphasis on supporting growth within the villages. This targeted approach ensures that future development maintains the municipality's unique character, preserving both urban vibrancy and rural charm.

Housing Continuum

The housing market functions as a dynamic system, constantly evolving in response to changing conditions such as demand, affordability, household size, and available supply. This system, often referred to as the **housing continuum**, includes a range of housing options from emergency shelters and transitional supportive housing to permanent rentals, market rentals and market ownership housing.

***Figure 1**: Housing continuum diagram demonstrating different types of housing options*

The housing continuum framework adapted from the **Canada Mortgage and Housing Corporation**'s (CMHC) *Wheelhouse* model (2019), highlights the interconnected nature of housing types and underscores the importance of ensuring that people can move along the continuum as their needs and circumstances change.

Below are the key elements of the housing continuum:

Homelessness:

Situation of an individual or family without safe, permanent, and appropriate housing, or without the immediate prospect, means and ability to acquire it Homelessness is often driven by systemic or societal barriers, such as a lack of affordable and suitable housing, financial instability, physical or mental health challenges, or experiences of discrimination.

Emergency Shelters:

Short-term accommodation for individuals in crisis or experiencing homelessness.

Transitional Housing:

Temporary, supportive environments typically used for 3 months to 4 years.

Supportive Housing:

Housing that combines physical design features with support services to promote resident independence and dignity.

Community Housing:

Non-profit, co-operative, or government-owned housing (e.g., Lanark County Housing Corporation).

Affordable Housing:

Housing that costs less than 30% of a household's gross income, whether rented or owned.

Market Rental Housing:

Privately owned rental units, including both purpose-built and secondary rental units.

Market Ownership Housing:

Housing purchased at full market value without government support.

Demographic, **economic**, **social**, and **geographic influences** can create gaps along this continuum, particularly for individuals and families with low to moderate incomes or those with specific housing and support needs. These gaps are often most pronounced because the private market is unable to provide adequate, affordable, or appropriate housing, highlighting the need for targeted government intervention and investment.

The housing continuum is not a fixed or linear path. Individuals and families may transition between different types of housing as their circumstances and life stages change. For example, a senior may downsize to a rental unit or require supportive housing after retirement, while a young adult may shift from renting an apartment to homeownership as their career progresses. As a result, it is essential for communities like Mississippi Mills to **plan and maintain a diverse and sufficient supply of housing options across the continuum** to meet the evolving needs now and in the future.

Although this study primarily examines affordable rental and ownership housing, as well as market-rate rental and ownership options, it recognizes the key role all housing types play in supporting a healthy, adaptable, and inclusive housing system.

Strengthening and maintaining a robust housing continuum in Mississippi Mills will ultimately depend on coordinated efforts among all levels of government, non-profit organizations, private developers, and the wider community.

Housing Demand

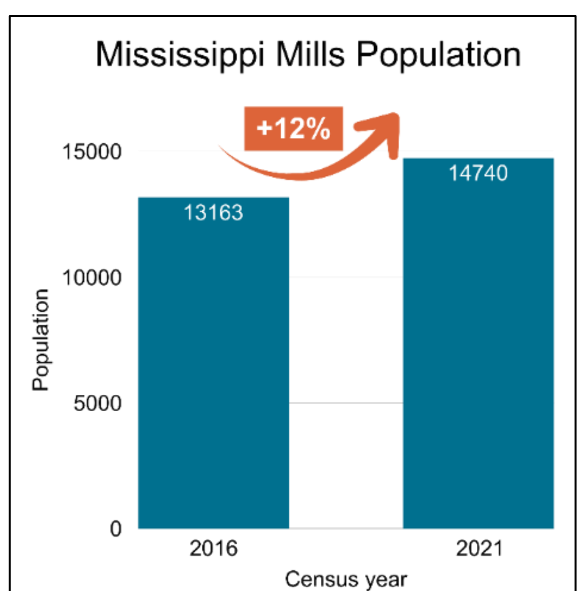
Housing demand refers to the readiness and financial capacity of individuals or households to rent or purchase housing across a range of price points within a given timeframe.

Housing demand plays a central role in real estate economics and urban planning, influencing market dynamics, property values, and the development of residential areas. A clear understanding of housing demand enables stakeholders, including policy makers, developers, and investors, to make informed decisions regarding housing supply, affordability strategies, and long-term community planning.

Current Conditions

Population Growth

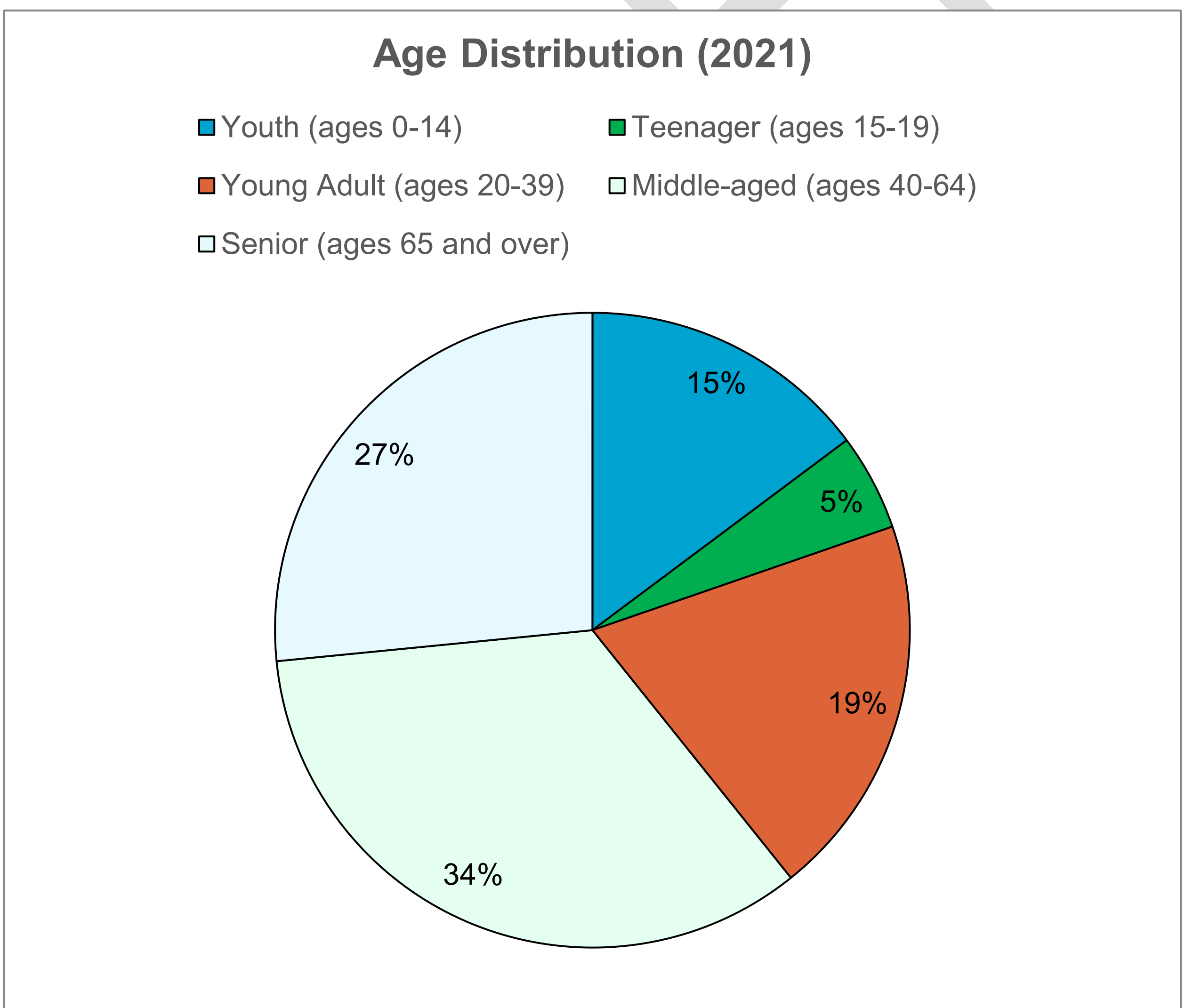
Mississippi Mills contains approximately 19.5% of Lanark County's 2021 population, the **highest of any member municipality** and is the **second fastest growing** community in Lanark County. Between the 2016 and 2021 census periods, the permanent resident population increased by 12.0%, reaching 14,740 residents. Over the same period, the number of private dwellings increased by 12.7%, totaling 6,241 units. Notably, despite this parallel growth in population and housing, the average household size remained consistent at 2.4 residents per dwelling.



Demographic

The Municipality is currently characterized by a middle-aged demographic, with a median age of 50 years. This figure surpasses the median ages of both Lanark County and the Province with 48.8 and 43.2, respectively. The median age has shown a consistent upward trend over recent census periods, rising from 46 in 2011 to 47.9 in 2016.

Proportionally, people over the age of 65 represent 26.6% of the population, an increase from the 21.3% reported in 2016.This upward trend aligns with the provincial average in Ontario and reflects the aging of the Baby Boomer generation into retirement, pointing to a growing need for housing options that supports aging in place, including accessible, single-level units, smaller homes, supportive houses, and proximity to healthcare and amenities.



Household Characteristics

According to the latest Census data (2021), 86.6% of Mississippi Mills residents live in a private household within a census family, a group of two or more individuals related by blood, marriage, common-law partnership, or adoption and living in the same dwelling. The average size of census families was reported to be 2.7 people with 1.8 children on average among census families with children.

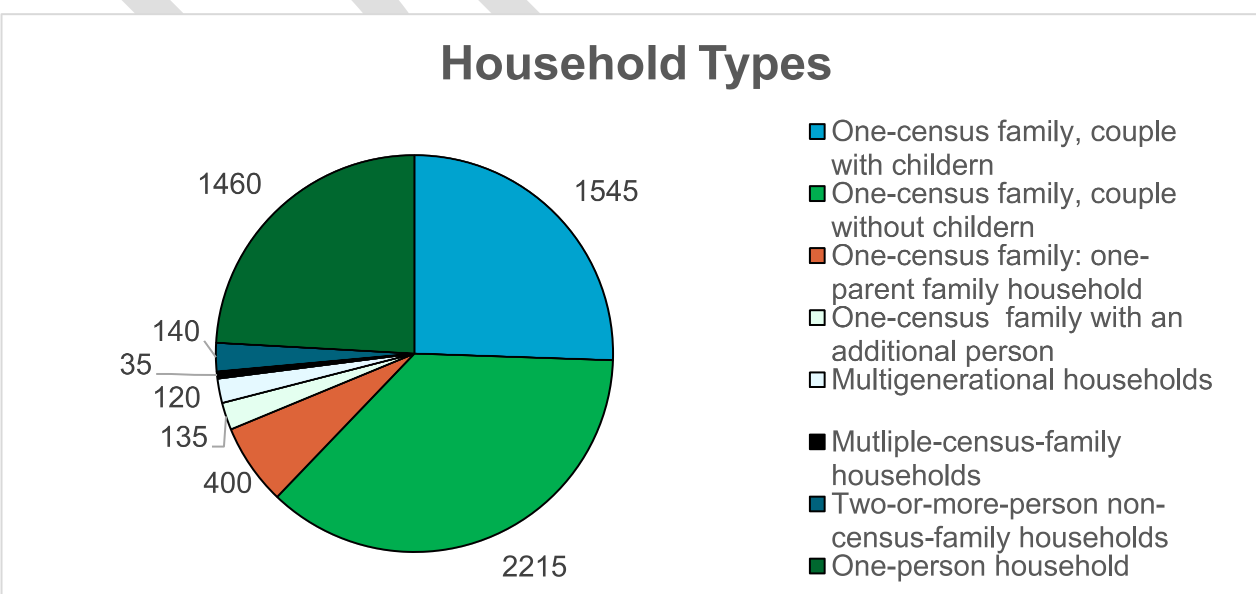
Of the 13.4% of residents who identified as being in private households but not within a census family:

- 74% indicated they lived alone,
- 11% lived with other relatives, and
- 15% lived with non-relatives.

The census identified a total of 6,040 households within Mississippi Mills. One family households accounted for 69% of households, of which 90% were occupied by couples and where 59% did not include children.

Multigenerational households, one family households with an additional person (e.g., a boarder), two-or-more-person, non-family households (e.g., having roommates or shared dwellings) all made up 2% each of household types.

The remaining households were 24% of people living alone and 1% multiple - family households.



It is important to recognize the modest segment of the population living in non-traditional or non-family-based household arrangements illustrated in Figure 3. This living arrangement can have implications for the types of housing needed—particularly smaller or shared accommodations.

Using data from Statistics Canada's GeoSuite program average household sizes, measured as people per household, were compiled for various residential types in Mississippi Mills. These reported figures are contained in Table 1.

For simplicity in broader calculations, an overall average household size of 2.4 people is a reasonable figure for future housing demand projections.

Area of Mississippi Mills	Residential Categories	People per household
Almonte	Low-density residential areas	2.29
	Medim-density residential areas	2.54
	Retirement homes	1.00
	Adult-oriented units	1.50
	Additional Residential Units (ARUs)	1.25
Outside Almonte	Villages (Pakenham, Blakeney, Clayton, Appleton)	2.40
	Rural / agricultural areas	2.35

Table 1: *Household sizes of various residential areas in Mississippi Mills*

Household Income

According to the 2021 Census, the **median total household income in Mississippi Mills in 2020 was $100,000** (before taxes), exceeding both the Lanark County average of $88,000 and the Provincial average of $91,000.

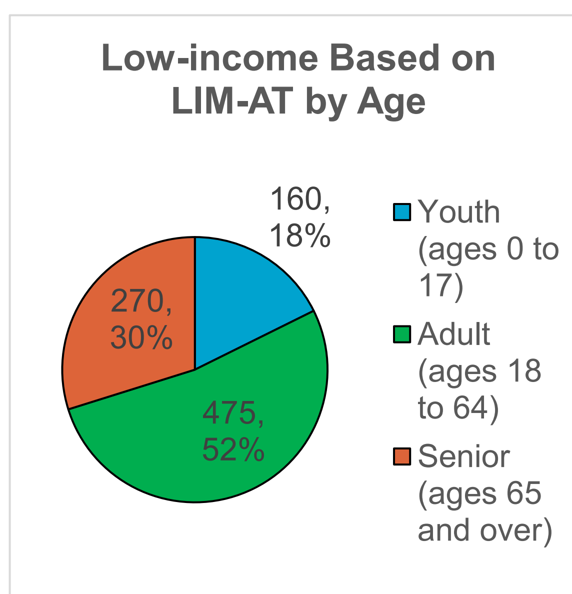
At a more detailed level, examining one-person and multi-person households reveals a clear difference in median total income:

- One-person households (24% of all households) reported a median income of $48,000.
- Multi-person households (76% of all households) reported a much higher median income of $118,000.

The **Low-Income Measure, After Tax (LIM-AT)** is used to determine if an individual or household is experiencing income inequality as compared to the Canadian average. It is defined as **50% of the median Canadian income after tax (in 2020 for the 2021 Census) and adjusted for household size to maintain a fair comparison**. If a household falls below this threshold, then the household is considered low-income.

The 2021 Census **classified 6.3% of the Municipality's population as "low-income"** based on the LIM-AT. This proportion was **notably lower than the rates observed in Lanark County (8.7%) and Ontario (10.1%).** The LIM-AT varies depending on the household size; for example, in 2023, the low-income threshold for a one-person household was $30,255, and a four-person household was $60,510.

Among demographic groups, individuals age 65 and older were the most likely to fall below the low-income threshold, with 7.6% classified as low-income, a figure closely aligned with the County-wide rate of 8.6%. Adults (ages 18 to 84) and youth (ages 0 to 17) had similar probabilities of being of low income at 5.8% and 6.1%, respectively.



Forecasting Growth

Lanark County is responsible for forecasting population trends and housing requirements across the lower-tier municipalities. According to the County's Growth Management Strategy, Mississippi Mills is projected to experience **an annual population growth rate of 1.8%** - an increase from the 1.1% average recorded between 2001 and 2021. Based on this trajectory, the population is expected to reach **25,820 residents by 2051**. To accommodate this growth, the County anticipates the need for approximately 155 new housing units per year in Mississippi Mills, with 70% of development focused in Almonte, the municipality's primary urban settlement area.

Housing Supply

Housing supply refers to the availability, diversity, and distribution of residential dwellings throughout the urban and rural areas of a community.

Housing supply includes a range of housing types such as single and semi-detached homes, townhouses, apartments, condominiums, and rental units. The composition and quantity of housing options **directly affect local market conditions, pricing trends, and overall affordability** for current residents and prospective newcomers alike. Maintaining a well-balanced and varied housing supply is vital to meeting the needs of households across different life stages and income levels, while also supporting the continued growth and economic development in Mississippi Mills.

Dwelling Types

According to the 2021 Census, Mississippi Mills had a total of **6,241 private dwellings**, with 96.8% (6,043 units) being the resident's primary dwelling (where they live most of the time). **The housing stock remains primarily low-density**, consistent with the area's rural and small-town low-density-built form. The breakdown is as follows:

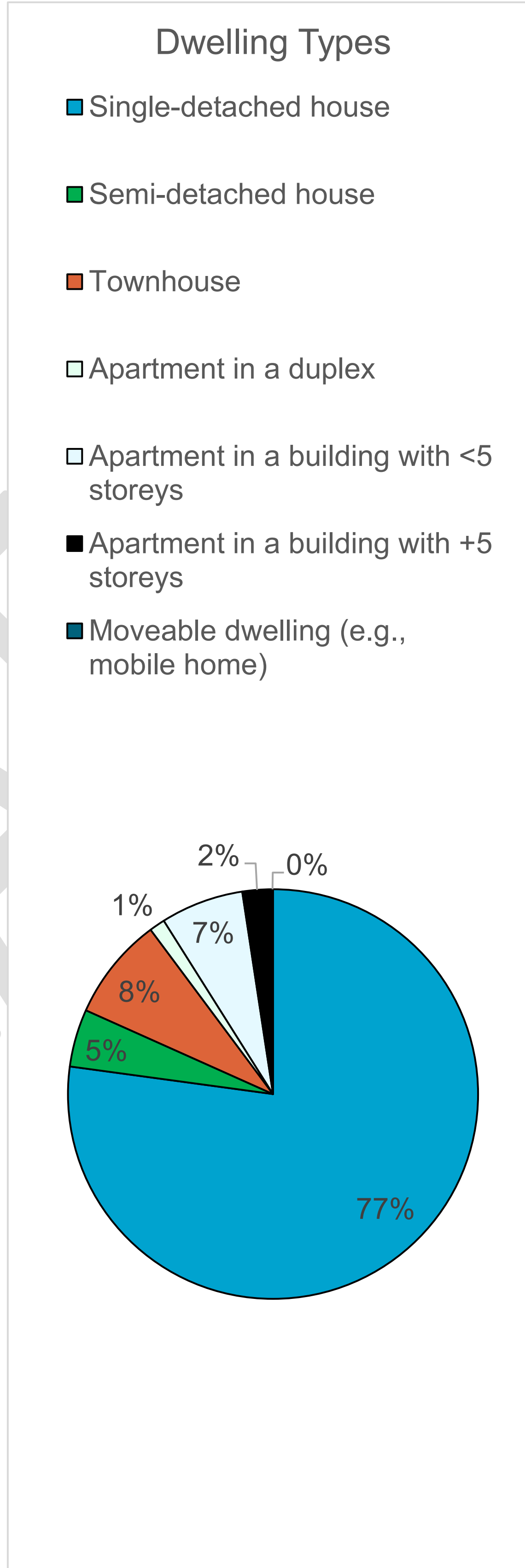
- Single-detached houses: 77.2%,
- Semi-detached houses: 4.6%,
- Townhouses and other multi-unit residences: 8.1%,
- Apartments (including low-rise and other multi-residential buildings): 10.1%,
- Other dwelling types: less than 1%.

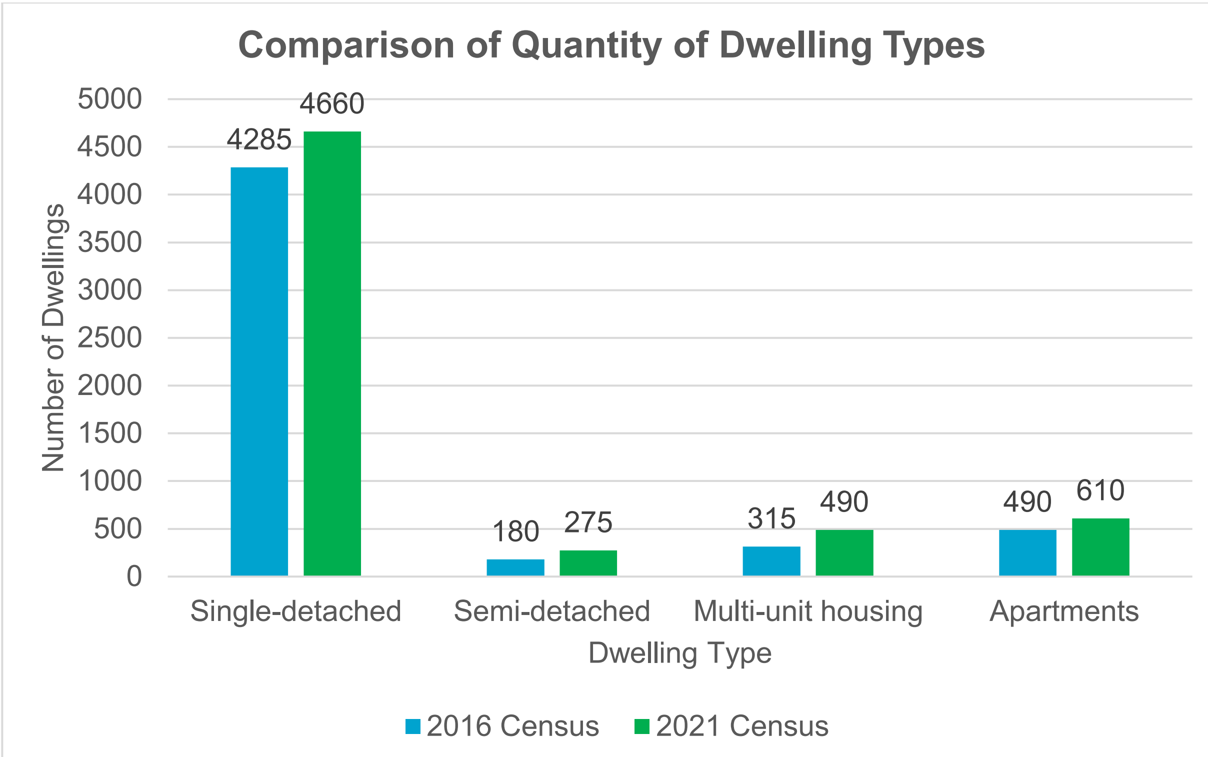
This housing mix underscores the need to **expand the range of available options**, particularly multi-unit and rental housing, to address evolving housing needs and improve affordability and accessibility for a broader range of residents.

The 2016 census showed that the housing stock was made up of 81.2% single-detached houses, 3.4% semi-detached houses, 6.0% townhouses/ multi-unit residences, and 9.3% apartments. **These changes below show the following increases compared to the 2021 census across the five-year period:**

- 8.74% increase in single-detached houses,
- 52.8% increase in semi-detached houses,
- 55.6% increase in townhomes and other multi-unit housing,
- 24.5% increase in apartment dwellings.

These changes reflect a gradual shift toward denser housing, a diversification of dwelling types, and an incremental intensification of the housing supply in the Municipality.





Housing Suitability

Housing Suitability

Housing suitability refers to whether a private household is living in suitable accommodations according to the National Occupancy Standard (NOS).

The NOS assesses whether a dwelling has enough bedrooms to meet the needs of household members. Simply, this means one bedroom per married/common-law couples, lone parents, and anyone at least 18 years or older, and one bedroom shared between two people under 18 years old of the same sex.

According to the 2022 *Municipal Tools to Support Affordable Housing* report from Lanark County, approximately 1.1% of households in Mississippi Mills were living in housing that does not meet the suitability standard. This indicates that **around 1 in 100 households in the Municipality are experiencing overcrowding** and residing in homes that do not have enough bedrooms to appropriately accommodate all residents. While this rate is relatively low compared to urban centres, it signals a housing gap for certain demographics, particularly for larger families and multigenerational households, and highlights the need to ensure new housing developments include appropriately sized units to meet these needs.

Housing Adequacy

Housing Adequacy

Housing adequacy refers to whether the exiting housing stock is in good condition and does not require major repair.

Inadequate housing may require repairs including fixing defective plumbing or electrical systems, or addressing structural issues with walls, floors, or ceilings.

In 2021, the Census reported that **4.9% of houses in Mississippi Mills were inadequate** based on the need for major housing repairs. Although this proportion of homes requiring major repairs is modest, it underscores two parallel concerns in the local housing landscape to preserve and upgrade existing housing stock, alongside efforts to build new, appropriately sized units. Together, these issues reflect a broader challenge in ensuring that all residents of Mississippi Mills have access to safe and well-maintained houses that meet both their needs and municipal standards.

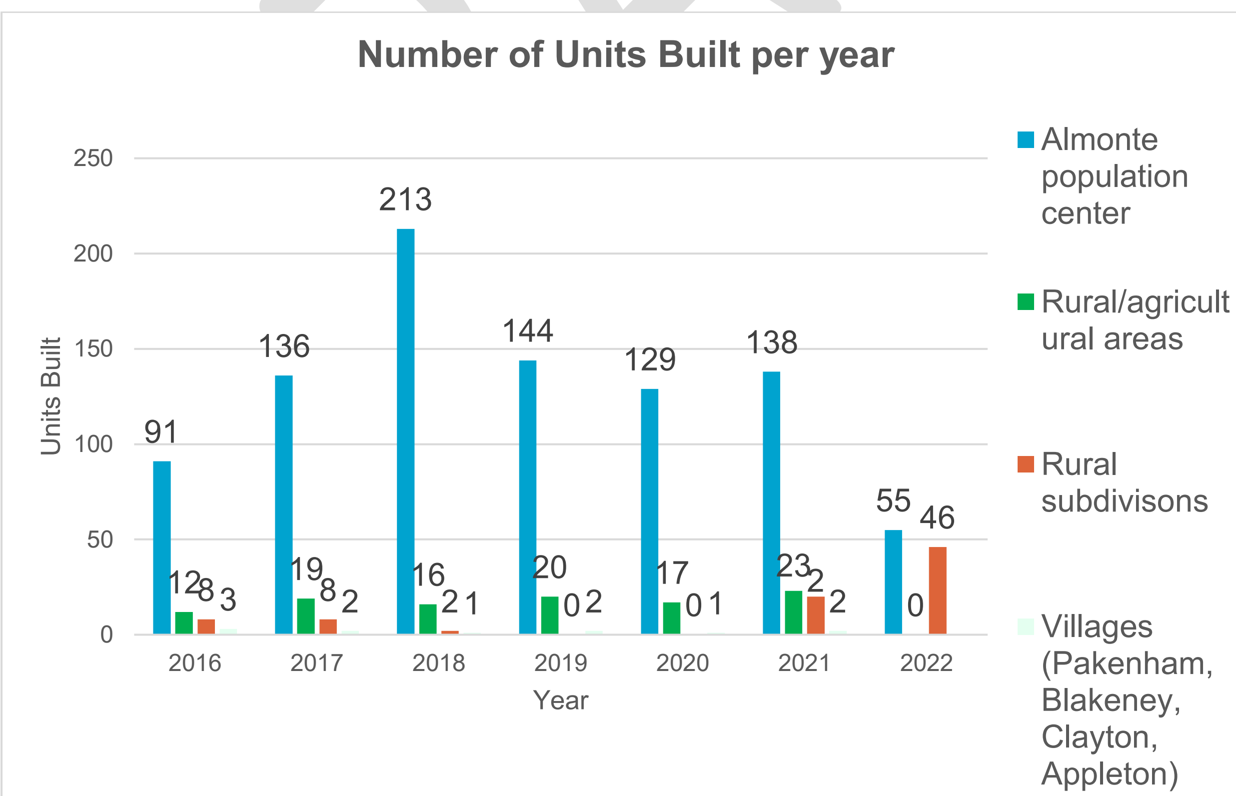
Building Permit Activity

Recent building permit activity trends within the Municipality have produced an average of **161 new dwelling units per year** over the five-year span from 2016 to 2022. The breakdown of the average annual residential permits is contained below, in Table 2.

Collectively, building permit activity was 72% urban and 28% rural/village which is in line with the Municipality's goal of 70/30 Settlement Strategy.

Table 2

Residential Categories	Average Units built per year
Almonte population center	129
Rural/agricultural areas	18
Rural subdivisions	12
Villages (Pakenham, Blakeney, Clayton, Appleton)	2



The Municipality has one of the **highest new housing supplies in the County**, with approximately 26% of dwellings being built before 1960 and 16.8% of dwellings being built in the last 10 years.

As the Municipality continues to plan for future growth, it is important to consider the impacts of an aging demographic profile, both within Mississippi Mills and the region. As one of the few municipalities in the County with an urban area on full municipal services, the Municipality anticipates the local migration of aging residents within Mississippi Mills from the unserviced rural areas and from adjacent rural municipalities into smaller urban residences within Almonte. These newer dwellings, either houses or apartments, will likely be easier to maintain and provides new residents with closer proximity to goods and services such as grocery stores, pharmacies, recreational amenities, and the Almonte General Hospital.

Recent development patterns show a **shift in consumer preference from traditional single-detached homes to multi-unit buildings such as townhomes**. This trend reflects increasing interest in what is commonly known as **Missing Middle Housing**. This term **refers to housing options outside of the more abundant single-detached dwellings and mid-rise apartment buildings**. Often, these buildings are the size of single-detached houses but contain multiple dwelling units such as triplexes, quad-plexes, townhomes (including stacked and back-to-back), and courtyard apartments. The denser building formats associated with the development of Missing Middle Housing assist in creating more attainable housing types (either rented or owned) due to their lower construction cost per unit.

The *More Homes Built Faster Act, 2022,* introduced by the Province represents a significant shift in enabling gentle density in existing neighbourhoods. This legislation provides as-of-right permissions for up to two additional residential units, either within or separate from the principal dwelling. This shift in policy facilitates modest increases in neighbourhood density through new construction or conversions of existing dwellings into multi-unit dwellings, all while maintaining the character and visual integrity of existing communities.

As the Municipality continues to modernize its planning framework, it is well-positioned to take advantage of these legislative tools to:

- Expand its housing supply,
- Respond to the evolving needs of an aging population, and,
- Support housing affordability and sustainability through compact, complete community design.

Affordability

Affordable housing is the foundation of healthy, inclusive and sustainable communities. It ensures that individuals and families have access to stable and secure living conditions, which are vital for overall well-being and quality of life. Affordable housing contributes significantly to reducing unhoused people, alleviating poverty, and promoting economic stability within communities. Furthermore, access to affordable housing can improve outcomes in education, access to healthcare and strengthen social cohesion. The provision of affordable housing options supports the creation of more inclusive and equitable societies.

Defining Affordability

In Ontario, the Provincial Planning Statement is the guiding document which defines and establishes thresholds for affordable housing for municipalities to achieve. Affordable housing in the Municipality is defined by Lanark County based on data provided for the regional market area.

The following definitions are provided for affordable housing ownership and rental housing from the Provincial Planning Statement (2024):

Ownership:

The least expensive of:

1. *Housing for which the purchase price results in annual accommodation costs which do not exceed 30% of gross annual household income for low- and moderate-income households; or,*
2. *Housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the municipality.*

Where low- and moderate-income households are defined by the PPS, 2024 as follows:

- In the case of ownership housing, households with incomes in the lowest 60 percent of the income distribution for the municipality; or
- In the case of rental housing,

household with incomes in the lowest 60 percent of the income distribution for renter households for the municipality

Based on this definition, the affordable ownership threshold for Mississippi Mills in 2024 was determined using the gross annual household income at the 60th percentile. A home priced at $429,100 is considered affordable for households at or above this income level, representing approximately 50% of households in the municipality. This threshold was selected because the average resale price exceeded what households at the 60th percentile could afford. As such, the $429,100 threshold falls below the average resale price in Mississippi Mills.

Rental:

The least expensive of:

1. *A unit for which the rent does not exceed 30% of gross annual household income for low- and moderate-income households; or,*
2. *A unit for which the rent is at or below the average market rent of a unit in the municipality.*

Average market rents are updated on an annual basis by Lanark County based on data obtained from the Ministry of Municipal Affairs and Housing and the Canada Mortgage and Housing Corporation.

For 2024, the County established the following affordable rental thresholds, based on the 60th percentile income for renter households:

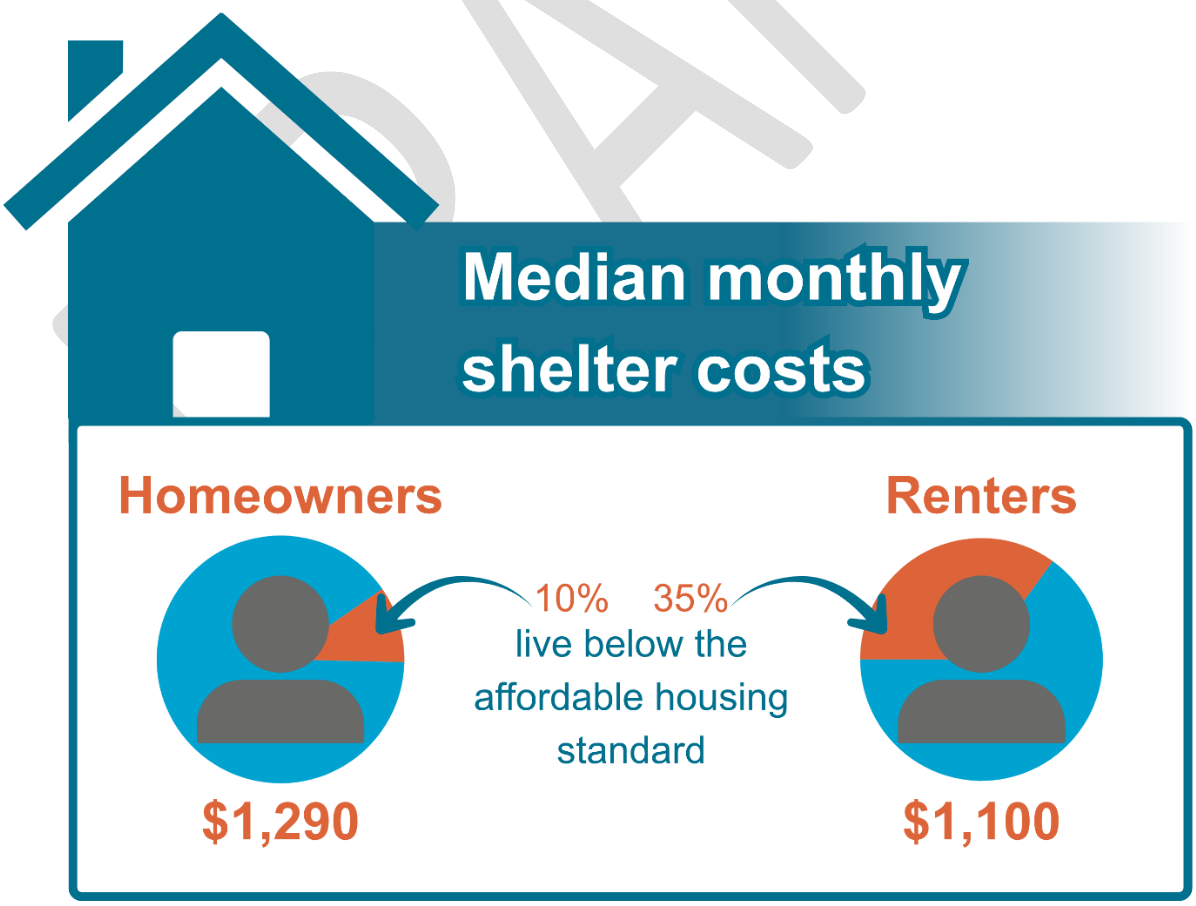
- Bachelor: $1,330
- 1-Bedroom: $1,350
- 2-Bedroom or greater: $1,730

These thresholds provide a measurable benchmark for assessing housing affordability across Mississippi Mills and inform the planning and delivery of both market and non-market housing solutions.

Proportion of Households Living Below Affordability Standards

According to the 2021 Census, **9.9% of owner-occupied households and 35.0% of tenant households were living below the affordable housing standard.** The median monthly shelter costs for an owned dwelling were $1,290, while the median value of a dwelling was $500,000. For rented dwellings, the median monthly shelter costs were $1,100 with 15.8% of tenant households living in subsidized housing.

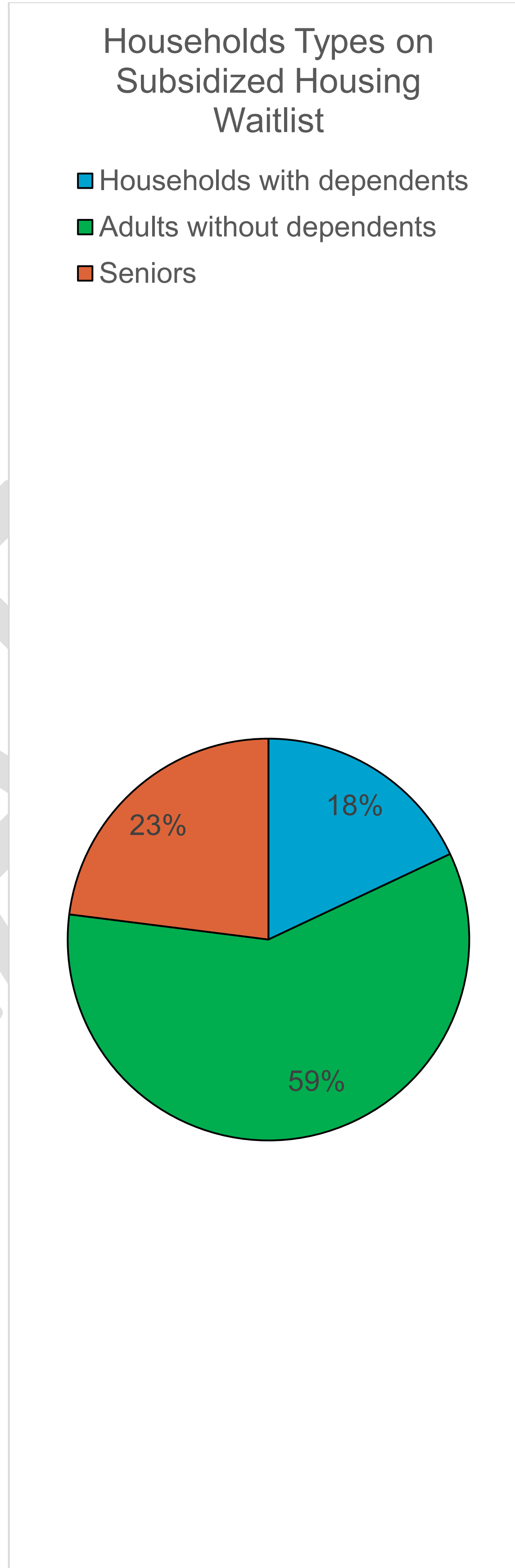
Between 2016 and 2021, average household income in Lanark County rose by 21.6%, while average monthly shelter costs increased by 22.1%, outpacing income growth. Notably, median rental costs climbed to $1,410, marking a significant 14.7% rise over the same period—highlighting a growing gap in housing affordability.



Non-Market Housing

Non-market housing plays a critical role in supporting vulnerable and low-income residents who are unable to access housing through the private market. The Lanark County's Social Services Department is the administrator and manager of the housing programs in Mississippi Mills. The County provides funding to qualifying low-income households and works with a variety of non-profit housing providers to place qualifying residents in County owned housing.

According to the County's 2023 Annual *Housing and Homelessness Report*, 59% of households on the subsidized housing waitlist were adults without dependents, 23% were seniors, and 18% were households with dependents. Wait times for subsidized housing vary significantly due to a range of factors, including household preferences and availability. While the **typical wait period ranges from one to two years**, it can be as short as a few months or extend up to six years, particularly for high-demand locations or specific buildings.



There is a limited number of non-market housing options available for residents of Mississippi Mills. There are approximately **115 affordable housing units in the Municipality**, ranging from bachelor units to four-bedroom dwellings. Additionally, there is a retirement residence, two long-term care facilities, and two facilities for individuals living with disabilities. This inventory remains insufficient relative to growing demand, especially in the context of rising housing costs and increasing economic vulnerability among renters and seniors.

Core Housing Need

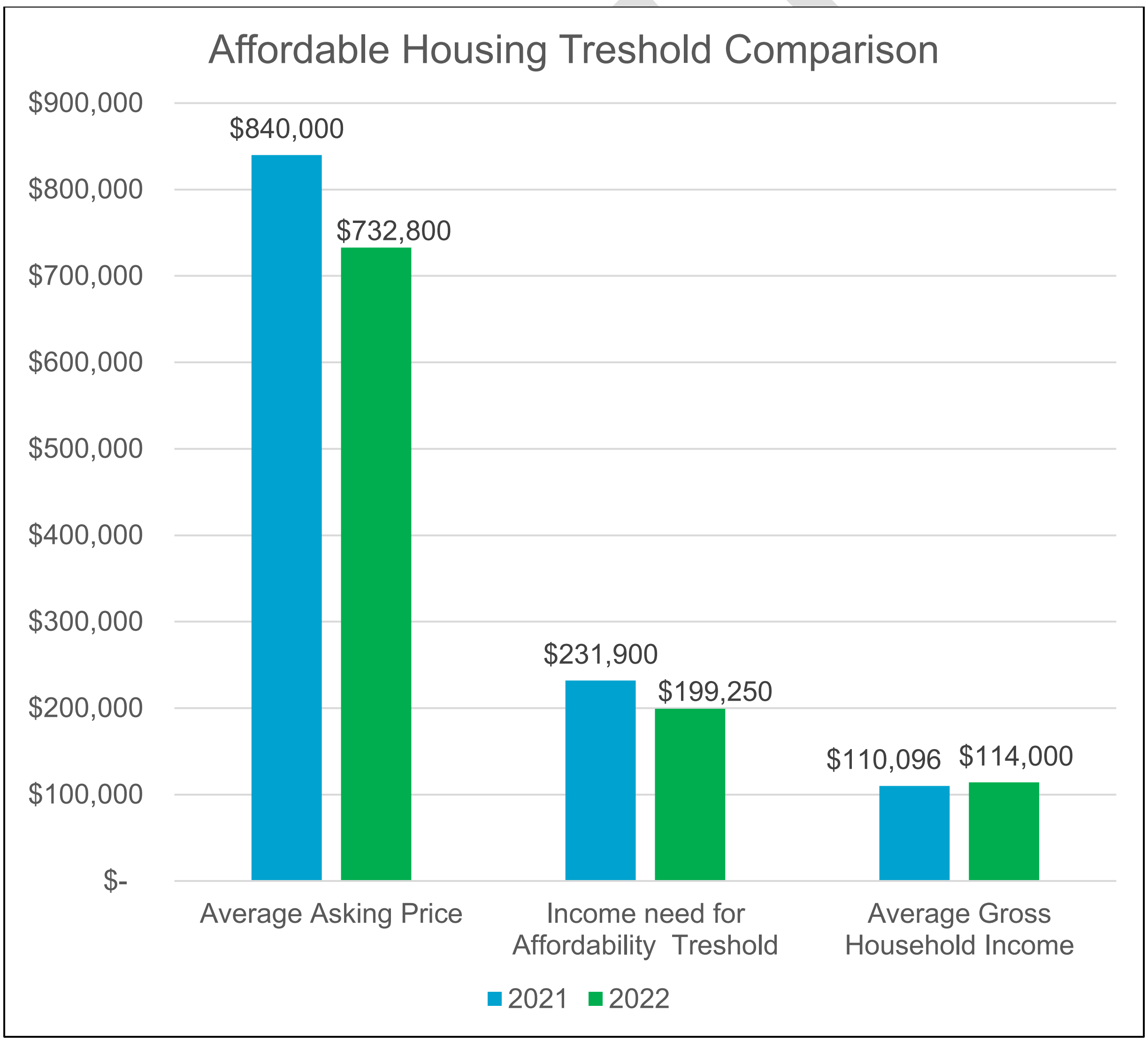
Core housing need serves as a broad indicator used to identify households residing in dwellings that are unaffordable or housing that is unsuitable or inadequate such as housing that needs major repairs. **If the household cannot afford any alternative housing within the same community that meets affordability, suitability, and adequacy standards, then they are living in core housing need**. As part of the Housing Supply analysis for Mississippi Mills, the adequacy and suitability of local housing was closely examined. According to the 2021 Census, **2.1% of owner-occupied households and 16.8% of tenant-occupied households were classified as being in core housing need**. The leading cause of this need was the unaffordability of dwellings (66.7% of cases) and, separately, major repairs needed to the dwelling (22.2% of cases). These findings highlight the urgent need for targeted housing strategies in Mississippi Mills to address affordability and repair issues, particularly among tenant households disproportionately affected by core housing need.

Homeownership Prices

In its report on *Municipal Tools to Support Affordable Housing*, Lanark County conducted two point-in-time scans of housing prices within the County. The first, carried out in 2021, revealed an average asking price of $840,000 for homes in Mississippi Mills, representing a 121% increase compared to household values recorded in the 2016 Census.

According to the Provincial Planning Statement's criteria for affordability, a household in Mississippi Mills would need an annual gross income of

$231,900 to purchase a home at that price, which is approximately 2.1 times the average reported household income in Mississippi Mills at $110,096. Comparatively, the second point-in-time scan taken in 2022 showed a significant shift with the average asking price dropping to $732,800. To afford a home at this price point, a household would require an annual gross income of $199,250. This 12.76% decline in market value, likely due to the impact from COVID-19, in just one year highlights the volatility and unsustainable nature of the local housing market.



Rental Housing versus Homeownership

According to the 2021 Census, 16.8% of households in the Municipality are renters. The County identified rental units as a vital component of the housing continuum, offering essential options for both young households prior to entering the housing market and older households transitioning out of homeownership. As Mississippi Mills continues to attract new residents and its population ages into retirement, the demand for rental housing is steadily increasing.

This growing demand is reflected in a County survey of Mississippi Mills residents, where **93.5% of respondents reported an undersupply of rental housing** within the Municipality. Furthermore, 87.1% cited affordability as the primary concern. These perceptions are backed by data: **35.0% of renters spend 30% or more of their income on housing**, crossing the threshold of unaffordability. To maintain affordability, a household would require an income of approximately $98,500, a figure that may be unrealistic given that renting households typically have a lower income than the average.

With high demand and limited supply, landlords can set their rental rate for new tenants and exercise greater discretion in tenant selection. This dynamic contributes to growing inequality and further limits access to affordable rental options within the community.

Meanwhile, owner-occupied housing, which accounted for 83.2% of dwellings in 2021, appears to face fewer affordability challenges with only 9.9% of owners exceeded the 30% income threshold; however, this may signal limited mobility among existing homeowners, rather than true affordability. A more detailed analysis is needed to understand the composition of households within owned properties, specifically, whether residents are under-housed or over-housed, and to explore why individuals may remain in homes that no longer suit their demographic or lifestyle needs.

Existing Gaps

Data on the supply and demand on housing in Mississippi Mills reveals several clear gaps across the housing continuum. These gaps, spanning ownership, rental, subsidized, and specialized housing, pose significant challenges to achieving a balanced and inclusive housing market that meets the diverse needs of the community.

Ownership Price Gaps

As demonstrated in the Affordability Section of this assessment, there is disparity in affordable ownership opportunities within the community. Over the past decade, housing prices have risen consistently, while household income growth has lagged.

Although home prices have corrected slightly following the post-COVID-19 market, prices remain well above affordable thresholds for many households. This imbalance has led to an increased inventory of available properties and proportionately lower sales. Unless addressed, this affordability gap will continue to limit access to homeownership for middle-income earners and young families.

Aging Housing Stock

Despite the recent surge in new housing construction across Mississippi Mills, a significant proportion of Mississippi Mills' overall housing stock is aging and in need of major repairs. With 68.0% of dwellings built before 2000, much of the inventory has entered a phase in its lifecycle that demands substantial structural and mechanical maintenance to meet the needs of today's residents. The financial burden of upkeep and renovation—compounded by high real estate prices—is directly affecting residents' ability to enter or transition within the housing continuum. Moreover, with 60.5% of homes occupied by a primary maintainer aged 55 or older, there is growing concern that aging homes may continue to deteriorate without adequate maintenance interventions.

Rental Housing Inventory

In contrast to the surplus of homes available for ownership, rental market data reveals a significant shortage of housing options across all types in Mississippi Mills. This limited supply is contributing to rising rent prices that exceed affordability thresholds for most tenants. Although building permit data indicates a recent increase in multi-unit residential construction over the past five years, the pace and scale of development remain insufficient to meet current and projected rental demand.

Growing Demand from an Aging Population

Lanark County's *Municipal Tools to Support Affordable Housing* report identifies a growing need for rental housing to meet the demands of the aging baby-boomer population. As seniors look to downsize from single-detached homes, they are seeking more accessible, low-maintenance accommodations. This shift is anticipated to further drive demand for high-quality rental options within the community.

The report also highlights urban centres, such as Almonte, will face increased pressure, to provide seniors with a more independent and sustainable lifestyle. With convenient access to local goods and services, these communities are especially attractive to older adults. As a result, municipally serviced areas are expected to experience an inward migration of seniors relocating to urban areas from rural and suburban areas, intensifying the need for higher-density rental housing.

Shortage of Subsidized and Supportive Housing

Throughout Lanark County, there is a significant shortage of subsidized housing, temporary accommodation, special needs housing, and non-profit communal living options. As with seniors housing, urban and municipally serviced areas are experiencing disproportionate demand, largely because they are better equipped to support residents seeking these types of accommodations—offering walkable access to essential goods and services. Although County Social Services managed housing is delivered across the region, the Municipality must be ready to respond to this broader demand by providing housing solutions that serve a regional population.

Data Gaps and Limitations

Historically, the collection of housing and market data for Mississippi Mills has been inconsistent and often overly generalized across geographic boundaries. Although CMHC has recently begun gathering data for Zone 17 through its Rental Market Survey, this census subdivision encompasses Mississippi Mills, Beckwith, and Carleton Place—three distinct communities with markedly different housing profiles. As a result, the aggregated data lacks precision and is considered unreliable, requiring cautious interpretation.

The 2021 Census introduced a broader range of statistical categories, offering insights into household composition, income levels, and housing inventory. While this data provides a valuable snapshot of the community, its greatest utility lies in tracking long-term trends. At the local level, the Lanark County's Social Services Department has made significant strides in monitoring housing supply and demand to assess affordability. This work has proven instrumental for lower-tier municipalities in aligning with the Provincial Planning Statement; however, there remains a notable gap in the depth and consistency of data across the full housing continuum, particularly in underreported areas such as Additional Residential Units, rental vacancy rates, and waitlist movement across various types of subsidized housing.

With the next Census in 2026, it is essential that governments at all levels commit to expanding and improving housing data collection.

Future Community Needs

As Mississippi Mills continues to grow and evolve, the Municipality must proactively plan for a diverse and resilient housing system that meets the needs of residents at all stages of life and income levels. This section outlines several emerging housing needs that are expected to become more pressing over the coming years.

Affordable Homeownership

Access to affordable homeownership is rapidly becoming one of the most pressing challenges facing Mississippi Mills. An affordable home in Lanark County would require housing to be priced below $389,053 (income-base threshold), or $383,402 (resale benchmark). It is important to note that as of August 2025, data from MLS Systems indicates that the **average home price in Mississippi Mills is $633,100**—well above affordable levels for many low- and moderate-income households.

If this trend continues, more residents will be unable to transition from renting to owning, creating added pressure on the already undersupplied rental market. It may also lead to higher rates of unsuitable housing, as measured by the National Occupancy Standard (NOS), particularly for growing families or multigenerational households.

Addressing the affordability gap in homeownership is not only critical for easing pressure on the rental sector, but also essential for fostering long-term housing stability, economic mobility, and overall quality of life for residents of Mississippi Mills. Proactive measures to expand access to affordable ownership opportunities will be key to building a more inclusive and resilient community.

Smaller/Accessible Units

As Mississippi Mills continues to grow and its population ages, expanding the supply of Missing Middle Housing will become increasingly important. Currently, there are 21,624 seniors living in Lanark County, a number projected to rise to 32,214 by 2046. In response, it is essential that the Municipality plan for housing that meets the needs of older adults. A key strategy in addressing these needs is the use of Universal Design which is an approach that creates homes suitable for people of all ages and abilities. Universal design ensures that housing is functional, adaptable, and inclusive, allowing residents to live independently and safely as their needs change over time. Features like zero-step entrances, wider doorways, and accessible bathrooms benefit not only seniors and individuals with disabilities, but also families with young children and people recovering from injuries. By investing in appropriate housing solutions, Mississippi Mills can support its aging population and enable seniors to remain within the community as they grow older.

Over-housing

> ***Over-Housing***
>
> Over-housing refers to any household with more space than the recommended amount of space for its residents under the National Occupancy Standard (NOS).

Over-housing typically arises from changes in household composition. Homes that were once appropriately sized become underutilized when adult children move out, leaving parents, often referred to as “empty nesters” with multiple unused bedrooms. Ideally, these individuals would downsize, making space available for younger families in need of larger homes; however, downsizing has become increasingly difficult due to a lack of suitable housing types and limited affordable options.

In Mississippi Mills, over-housing is exacerbated by the absence of Missing Middle Housing forms such as duplexes, stacked townhomes, and small apartments. Residents are often forced to choose between compact apartment units or larger single and semi-detached homes. With 81.8% of the housing stock consisting of single or semi-detached dwellings, and only 8.1% made up of townhomes and similar multi-unit options, **many households occupy homes that either fall short of or exceed the bedroom requirements outlined in the NOS.** This mismatch frequently results in vacant bedrooms.

Seniors face more challenges when it comes to downsizing. According to research from the CMHC, **85% of adults over the age of 55 prefer to remain in their current homes and communities rather than relocate**, a choice known as "aging in place." While aging in place can support the senior's emotional well-being, it also contributes to over-housing, as many seniors continue to occupy homes with more space than they need. High housing prices with limited rental options, and a shortage of appropriately sized and affordable units, such as bungalows or accessible apartments, make downsizing financially and logistically difficult. As a result, many seniors remain in larger homes which no longer suit their needs, further constraining the supply of family-sized housing in the community.

To address ongoing over-housing challenges in Mississippi Mills, a more diverse housing supply is needed. The development of Missing Middle Housing, affordable units, and purpose-built seniors housing would offer more appropriate options for downsizing.

Increased Subsidized Housing

As previously stated, wait times for subsidized housing in Mississippi Mills can be lengthy, highlighting the urgent need to expand non-market housing. Ensuring access to affordable options is critical to supporting vulnerable groups, including seniors, single-parent households, and youth. To meet this growing demand, potential areas for improvement are increasing public housing, not-for-profit, and co-operative housing models, as well as expanding rent supplement programs.

Conclusion

Mississippi Mills is at a pivotal moment in its growth and development. While the community offers a high quality of life, strong heritage character, and proximity to Ottawa, it is increasingly challenged by a lack of diverse, affordable, and appropriately sized housing.

This Housing Needs Assessment reveals several clear gaps across the housing continuum, from home ownership affordability and rental supply shortages to aging housing stock, over-housing, and insufficient non-market housing. These challenges are compounded by demographic shifts, including a growing senior population, in-migration from neighbouring rural communities, and increased demand from new households seeking to settle in the region.

To ensure the Municipality remains inclusive, sustainable, and economically resilient, it must take decisive action to:

- Increase the supply of affordable ownership and rental housing,
- Diversify housing forms, especially Missing Middle and accessible housing,
- Support seniors' ability to age in place through thoughtful design and service integration,
- Expand the availability of non-market and supportive housing options,
- Collaborate across levels of government, private developers, and non-profit partners, and,
- Enhance local data collection and monitoring to inform evidence-based decision-making.

With a clear understanding of its current and future housing needs, Mississippi Mills is well-positioned to implement forward-thinking policies, leverage funding opportunities, such as the Housing Accelerator Fund and other grant opportunities, to build a more balanced and inclusive housing system. The time to act is now, to create a community where residents of all ages, incomes, and household types can find a place to call home.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

MEETING DATE:	November 4, 2025
TO:	Committee of the Whole
FROM:	Drew Brennan, Senior Planner
SUBJECT:	**Zoning By-law Amendment – D14-MM5-25** **Four Units As-of-Right** **All Wards, Municipality of Mississippi Mills**
APPLICANT:	Municipality of Mississippi Mills

RECOMMENDATION:

THAT Committee of the Whole recommend that Council approve the Zoning By-law Amendment to permit three additional residential units that are accessory to a single detached dwelling within the urban settlement area of Almonte, and to update terminology to align with current Provincial standards, similar in effect to Attachment A.

PURPOSE AND EFFECT:

The purpose and effect of the Zoning By-law Amendment is to amend Section 8.16 of Zoning By-law #11-83 to permit up to three (3) additional residential units (ARUs) accessory to a single detached dwelling within the urban settlement area of Almonte. Additionally, the proposed amendment seeks to update terminology used in the Zoning By-law to align with current Provincial standards including deleting the term "Secondary Dwelling Unit" and replacing it with "Additional Residential Unit".

This amendment fulfils the Municipality's obligations under the 'Four Units As-of-Right' initiative as set out in its Housing Accelerator Fund (HAF) Agreement with the Canada Mortgage and Housing Corporation (CMHC). Additional information is available in Attachment A – Background Report presented to Council during the statutory public meeting on: June 3rd, 2025

DESCRIPTION OF PROPERTY & SURROUNDING LAND USES:

This application affects all lands within the urban settlement area of Almonte.

SERVICING & INFRASTRUCTURE:

This zoning by-law amendment does not preclude the identification of any servicing or infrastructure issues for any parcel of land on an application-by-application basis in the future.

PUBLIC AND AGENCY COMMENTS RECEIVED:

Staff circulated the application in accordance with the provisions of the Planning Act to the public, internal departments and external agencies and organizations. At the time of preparation of this report, no questions or comments were received.

EVALUATION:

Community Official Plan (COP)

Bill 23, the More Homes Built Faster Act, amended Section 16(3) of the Planning Act to allow at least up to two (2) ARUs ‘as-of-right’ on urban residential lots where a single detached, semi-detached, or row dwelling is permitted. The legislation permits a municipality to regulate built form and site planning elements of ARUs through official plan policies and zoning by-law provisions.

In response, the Municipality adopted Official Plan Amendment 32 in August 2024, in part to update Section 3.6.9 of the Community Official Plan to reflect the new provincial direction on ARUs. The amendment introduced additional policy considerations related to lot size, landscaping, servicing, and parking. Staff are of the opinion that these additional requirements are in keeping with infill policies (Section 3.6.7) of the Official Plan which gives priority to the infilling of existing residential areas, subject to development in existing neighbourhoods being compatible with the surrounding built form.

While the Official Plan policies permit ARUs, the policies; however, do not impose a fixed cap on the number of ARUs permitted on a lot which allows the Zoning By-law to establish this limit. This approach provides flexibility and reduces the need for future OPAs should the Province change the legislation or the Municipality proactively increases, or decreases, the number of ARUs permitted on a lot (in accordance with the Planning Act).

Staff are of the opinion that the proposed Zoning By-law Amendment is in conformity with the applicable policies of the Official Plan.

Zoning By-law #11-83

Section 8.16 of the Zoning By-law is not in compliance with the current Planning Act requirements because it currently limits the number of ARUs to one (1) per lot either within or as a detached unit. As previously mentioned, the Planning Act supersedes this provision and permits up to two (2) ARUs per lot of urban residential land with a single detached, semi-detached, or row dwelling.

Under the Municipality's HAF Agreement with CMHC, the Zoning By-law is to be amended to permit four (4) units as-of-right in a designated neighbourhood within Almonte's urban boundary. To be clear, blanket permissions for all residential areas in Almonte to allow for up to three (3) ARUs for a lot with a single detached dwelling are not required under the HAF Agreement; rather limiting four (4) units as-of-right in a specific neighbourhood(s) is the requirement under the Agreement.

The intent of the Zoning By-law is to permit ARUs as a tool to expand housing supply while maintaining land use compatibility through established performance standards. The lowest density residential use permitted in the Zoning By-law is a single detached dwelling. In accordance with the Zoning By-law and the Planning Act, a lot with a single detached dwelling can accommodate two (2) ARUs, for a total of three (3) dwelling units on one lot, subject to meeting all other requirements of Zoning By-law including providing one parking space per unit.

The proposed Zoning By-law Amendment seeks to increase the permitted two (2) ARUs to (up to) three (3) ARUs on lots with a single detached dwelling within Almonte, for a total of four (4) residential units on one lot. As mentioned, the ARUs would be subject to the existing restrictions in the Zoning By-law including providing the required parking, sharing the services with the existing dwelling, etc. The three (3) residential units can be located either within the single detached dwelling or accessory building, with no more than two (2) units in an accessory building.

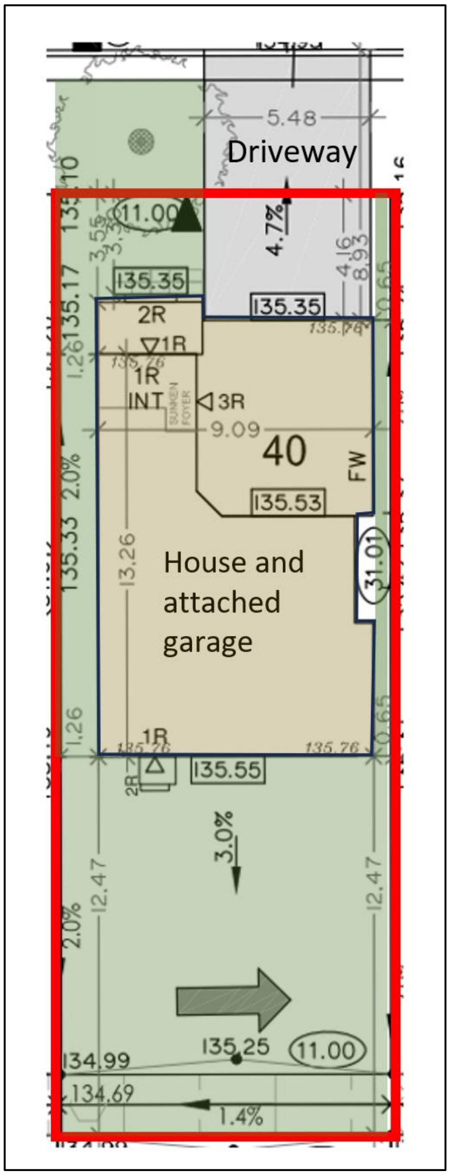
Anticipated Impact to Neighbourhoods

Single detached dwellings are only permitted in the R1 and R2 zones in the Zoning By-law (excluding any special exception zones). These zones represent approximately 34% of the area of the urban boundary of Almonte. This blanket approach enables a modest increase in density within neighbourhoods intended for low-density residential use.

Based on historical building permit data for ARUs in the past few years, Staff anticipate that the proposed amendment may result in a limited increase in ARU development. In addition, parking continues to be required for each unit and presents a practical limitation on lots that cannot accommodate the parking requirements for ARUs. The Zoning By-law requires each ARU to have a minimum of one (1) parking space on-site in addition to the required parking for the single detached dwelling. The parking for the ARU(s) cannot be provided in tandem (one parking space behind another).

To demonstrate the practical constraints for ARUs, Figure 1 shows a typical lot in Weaver’s Way with 11 metres of frontage, zoned for a single detached dwelling. Although the rear yard has sufficient space for a modest detached ARU, the location and size of the dwelling with an attached garage requires a conventional driveway layout that can accommodate one (1) legal parking space in the garage and a setback between the house and curb to allow for one (1) additional parking space in the driveway. As there is no ability to provide parking in the rear yard and parking cannot be provided “in tandem” in the driveway. As a result, permitting four (4) units as-of-right would have no practical effect on this lot or lots with a similar configuration in the newer residential neighbourhoods.

Figure 1 – Typical Lot in Weaver's Way



Although it is technically possible for a homebuilder to design a zoning compliant dwelling and parking layout that includes one parking space alongside three (3) others for three (3) total ARUs, doing so would require a significantly reduced footprint for the principal dwelling. Staff are of the opinion that such designs would be a rare occurrence in the developing subdivisions.

Staff have observed through the tracking of ARU inquiries compared with building permit applications that parking has historically constrained the ability of property owners to accommodate ARUs. Staff are also of the opinion that parking is a necessary requirement for ARUs given that there is no public transit available in the area and that most residents own at least one (1) vehicle. Even with this proposed amendment to increase the number of ARUs to three (3) for lots with single detached dwellings, it is expected that the parking requirement will continue to remain a limitation to establishing ARUs on many of the R1 and R2 zoned lots.

It is because of this limited opportunity for ARUs that it is proposed that the three (3) ARUs as-of-right apply to all lots within Almonte with single detached dwellings as opposed to permitting this increase in ARUs only in specific areas of Almonte. While the Municipality's HAF Agreement requires implementation in only one neighbourhood, Staff recommend applying the permission across the entire urban area to avoid selectively upzoning a single neighbourhood, all while ensuring that any opportunity to permit this form of housing is maximized to the greatest extent possible.

<u>Municipally Initiated Zoning By-law Amendment D14-MM6-25</u>

The other municipally initiated Zoning By-law Amendment application, D14-MM6-25, proposed to permit required residential parking to be provided off-site, within 400 metres of the subject property pending a long-term lease. Staff are intending to defer this amendment to a future application. In the interim, Staff will be developing a comprehensive parking strategy for Almonte that will consider long-term parking policy interventions such as the policy above as well as exploring the feasibility of an on-street parking permit system. This strategy is anticipated to be completed in 2026. The increase in the number of permitted ARUs from two(2) to three (3) units on lots with single detached dwellings will enable Staff to monitor ARU uptake in relation to existing parking restrictions.

Staff are of the opinion that the proposed Zoning By-law Amendment is in conformity with the general intent of Zoning By-law #11-83.

Properties Designated under Part IV and V of the Ontario Heritage Act

The proposed Zoning By-law Amendment would apply to those properties designated under Part IV of the Ontario Heritage Act (individually designated) and Part V of the Ontario Heritage Act (Heritage Conservation District) with single detached dwellings. Notwithstanding, permitting three (3) ARUs would not supersede any heritage protections afforded to these properties under the Act. Staff are of the opinion that the increase in the number of ARUs may provide an opportunity for adaptive reuse of a larger single detached dwelling.

Where applicable, a heritage permit would be required prior to the issuance of a building permit for the construction of an ARU. Depending on the scope of the work and whether the property is designated under Part IV or Part V of the Act (or both), heritage permits are processed either as minor permits delegated to Staff or as major permits requiring consideration by the Heritage Advisory Committee. This process remains consistent with the current requirements for the construction of ARUs on designated properties under the Act.

BuildingIN

In May 2025, Council accepted the BuildingIN Final Recommendation Report as information and directed Staff to consider implementation options to be incorporated in future Zoning By-law Amendments. BuildingIN recommended permitting twelve (12) units as-of-right within identified neighbourhoods in Almonte. Additional information is available in Attachment B – BuildingIN Staff Report.

As Committee will recall, part of the BuildingIN recommended that no minimum parking should be required for a residential unit; rather developments may provide on-site or off-site parking at their discretion. This approach would require the implementation of a municipal on-street parking permit system to manage increased demand for on-street parking. This is a topic that will be explored as part of the aforementioned parking strategy anticipated to be completed in 2026.

Although additional analysis regarding the potential implementation of BuildingIN has yet to be completed, Staff are of the opinion that this proposed Zoning By-law Amendment represents a measured step that will allow Staff to observe how development patterns change with the increased as-of-right permissions while maintaining existing parking requirements. This will provide insights into the impacts of modest intensification and inform future policy recommendations, including whether broader permissions and reduced parking standards are warranted and can be supported.

As previously discussed, the area of the subject Zoning By-law Amendment is limited to zones where single detached dwellings are a permitted use within the urban boundary of Almonte, being the R1 and R2 zones. These zones reflect the BuildingIN qualifying neighbourhood requirements of 3-storeys or less and access to municipal servicing.

Lanark County Growth Management Strategy

Lanark County recently completed its Growth Management Strategy (GMS), a long-range planning document intended to guide population, housing, and employment growth across the County through to 2051. The GMS serves as a strategic framework for lower-tier municipalities, ensuring that growth is managed in alignment with provincial policy objectives.

For Mississippi Mills, the GMS identifies a shortfall of designated residential lands within the urban settlement area of Almonte for both the 20- and the 25-year horizons. Under the outlined growth scenario, approximately 3 hectares of additional residential land will be required to meet the projected 20-year housing demand, and 25 hectares will be needed to meet the 25-year forecast.

While boundary expansion is one option to address this shortfall, the GMS also emphasizes the importance of targeted intensification within the existing urban boundary.

In support of these efforts, Staff are of the opinion that enabling four units as-of-right on lots with single detached dwellings within Almonte could unlock some of the needed additional housing capacity in the 20- and 25-year horizons which could reduce the need for future urban boundary expansion.

SUMMARY:

Having reviewed and assessed the proposed Zoning By-law Amendment application, Staff are satisfied that the proposal is consistent with the Provincial Planning Statement 2024, conforms to the intent of the Community Official Plan, and conforms to the intent of Zoning Bylaw #11-83. Staff have no concerns regarding the proposed Zoning By-law Amendment.

It is the professional opinion of the Planning Department that the proposed Zoning By-law Amendment is appropriate, desirable and represents good planning; therefore, staff recommend approval for this amendment.

All of which is respectfully submitted by,

Drew Brennan
Senior Planner

Approved by,

Melanie Knight, MCIP, RPP
Director of Development Services and Engineering

ATTACHMENTS:

1. Attachment A – Proposed Zoning By-law
2. Attachment B – BuildingIN Staff Report

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 25-XXX

BEING a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills.

WHEREAS the Council of the Corporation of the Municipality of Mississippi Mills passed Zoning Bylaw 11-83, known as the Zoning By-law, to regulate the development and use of lands within the Municipality;

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills pursuant to Section 35.1 of the Planning Act, R.S.O. 1990, Chapter P.13, enacts as follows:

1. That all instances of the term "SECONDARY DWELLING UNIT" in By-law No. 11-83, as amended, be deleted and replaced with the term "ADDITIONAL RESIDENTIAL UNIT".
2. That Section 5 to By-law No. 11-83, as amended, is hereby amended by deleting the definition for "SECONDARY DWELLING UNIT" and replacing it with the definition of "ADDITIONAL RESIDENTIAL UNIT" as follows:

   "ADDITIONAL RESIDENTIAL UNIT" means a seperate dwelling unit subsidiary to an associated principal dwelling unit and located either within the same building as the associated principal dwelling unit or in a building or structure ancillary to the associated principal dwelling.

3. That Section 8.16 to By-law No. 11-83, as amended, is deleted and replaced with the following:

   "*8.16 ADDITIONAL RESIDENTIAL UNITS*

   (1) An additional residential unit is permitted in any detached, semi-detached, row dwelling, townhouse or duplex dwelling, or in a building or structure ancillary to a detached, semi-detached or duplex dwelling in any zone that permits any one or more of these dwelling types.

   (2) A maxmimum of two additional residential units are permitted per lot, except in the case of vertically attached principal units, two additional residential units are permitted per principal dwelling unit.

(3) Notwithstanding Section 8.16(2), a maximum of three additional residential units are permitted per lot with a primary detached dwelling in the urban settlement area of Almonte.

(4) All additional residential units are subject to the following provisions:

a. The entrance (doorway) to the additional residential unit within a single detached dwelling or semi-detached dwelling is provided in the side or rear yard and is not permitted within the front wall of the principal dwelling unit. For the purpose of single detached or semi-detached dwelling on an exterior lot, the location of the entrance to the principal dwelling is considered the front wall;

b. The additional residential unit is located on the same lot as a principal dwelling unit and is not a standalone, principal use capable of being severed;

c. The lot containing the principal dwelling unit and additional residential unit has frontage on a street which is an improved street and is part of the Corporation's approved street system;

d. The gross floor area of an additional residential unit located at or above ground is limited to an amount equal to 40% of the gross floor area of the principal dwelling unit except in the case of an additional residential unit located in a basement, with only the entrance at grade, may occupy the entire basement.

e. The principal dwelling unit shall be considered whichever dwelling unit has the greatest gross floor area.

f. A maximum of two additional residential units are permitted in an ancillary structure.

g. A detached additional residential unit must be located within 40 metres of the principal dwelling unit.

h. A detached additional residential unit is subject to the performance standards outlined in Table 6.1A – 'Provisions for Accessory Uses, Buildings or Structures', subject to the following:

i. The floor area of the additional residential unit shall not apply to the calculation of Table 6.1A(6) – 'Maximum Cumulative Area of All Accessory Buildings Combined'

ii. The additional residential unit shall not apply to the calculation of Table 6.1A(7) – 'Maximum Number of Accessory Buildings Permitted on a Lot'.

i. The additional residential unit must be connected to the existing water and sewer services for the principal dwelling unit subject to the following:

i. In the case of a lot serviced by private services (well and septic system) within the urban settlement area of Almonte, the principal dwelling unit must be connected to municipal services to permit an addiitonal residential unit; or

ii. In the case of a lot connected to municipal services, servicing of the additional residential unit must be provided through the principal dwelling unit; or

iii. In the case of lot serviced by private services (well and septic system), at least one of the private services must be shared with the principal dwelling unit.

j. An additional residential unit is not permitted on a lot that is legally non-complying with respect to lot width or lot area.

k. An additional residential unit is not permitted where the existing residential use is a legal non-conforming use.

l. Where an additional residential unit is located on a lot, neither a garden suite nor any rooming units are permitted on that lot."

BY-LAW read, passed, signed and sealed in open Council this **October 21st, 2025.**

____
Christa Lowry, Mayor

____
Jeanne Harfield, Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

MEETING DATE: May 27, 2025

TO: Committee of the Whole

FROM: Drew Brennan, Senior Planner

SUBJECT: **BuildingIN Program**

RECOMMENDATION:

THAT Committee of the Whole accept the BuildingIN Recommendation Report as information and direct staff to consider implementation options to be incorporated in future Zoning By-law Amendments and updates to municipal Design Guidelines.

BACKGROUND

BuildingIN is a program that seeks to address the housing supply crisis by promoting low-rise, multi-unit infill housing within existing urban neighbourhoods. Mississippi Mills has been a program partner since 2024. The program identifies underutilized residential parcels in existing residential areas that could be ideal for infill development and leverages data-driven simulations to evaluate density potential, municipal costs, and environmental impacts.

In August 2024, Mississippi Mills engaged BuildingIN to conduct a housing simulation in Almonte and develop a recommendation report outlining strategies for integrating increased residential density within existing neighbourhoods through infill development. Participation in the BuildingIN program is a defined initiative outlined in the Municipality's Housing Accelerator Fund (HAF) Agreement with the Canada Mortgage and Housing Corporation (CMHC).

More information can be found in Attachment A – BuildingIN Recommendation Report.

PROGRAM STRUCTURE:

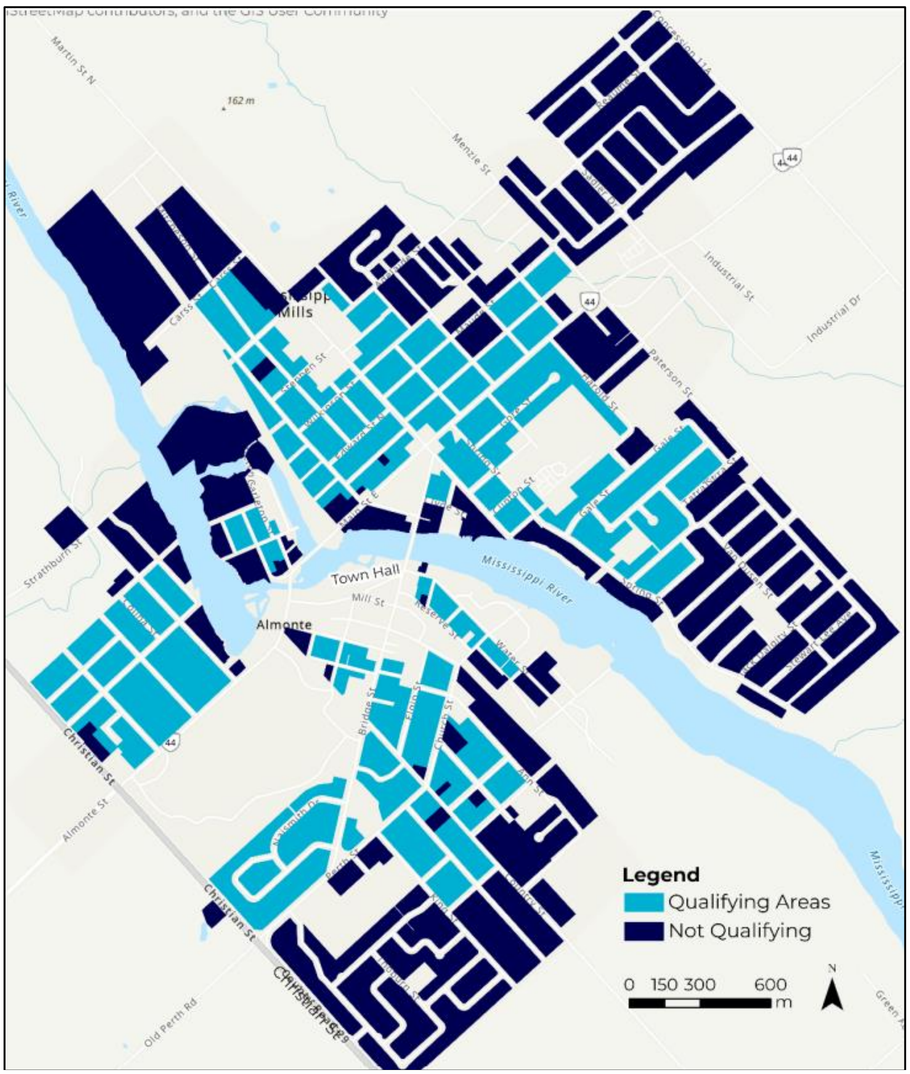
The BuildingIN program was implemented in Almonte through four phases:

1. **Community and Stakeholder Engagement:** Three (3) consultation sessions were held with municipal staff, residents, and industry stakeholders. These workshops provided an opportunity to gather feedback on preferred development forms, review simulation findings, and explore policy approaches to support gentle density while maintaining community character. The input received in these consultation sessions played a critical role in shaping the final recommendation report**.**

2. **Qualifying Neighborhood Identification:** A comprehensive GIS analysis was conducted to identify underutilized residential parcels within established neighbourhoods in Almonte. This included mapping lots based on zoning, lot size, proximity to services, average age of homes and existing land use patterns. The map below is an excerpt from the report in Attachment A identifying the qualifying neighbourhoods. These neighbourhoods for the BuildingIN program were selected using four criteria that were informed through the public consultation sessions:

    - Low-Rise Residential Zones (3-Storeys and under)
    - Not Adjacent to a Shoreline
    - Existing Older Neighbourhoods
    - Access to Municipal Services

Figure 1 – Qualifying Neighbourhoods in Almonte



3. **Simulation Modelling:** Using the identified qualifying neighbourhoods, simulation tools were applied to evaluate a range of infill development scenarios. These simulations modelled potential housing outcomes in terms of density and built form while also assessing impacts on municipal finances and projected changes in greenhouse gas emissions.

4. **Final Recommendation Report:** Drawing on the findings of the consultation sessions, GIS analysis, and simulations, a final recommendation report was prepared for the Municipality. In addition to providing an overview of each phase of the program, the report recommends a preferred development scenario and includes neighbourhood-specific zoning recommendations, design strategies, and standardized stormwater requirements.

BUILDINGIN RECOMMENDATION:

Number of Units

The BuildingIN program recommends permitting up to twelve (12) residential units as-of-right on lots within identified qualifying neighbourhoods in Almonte. While several scenarios were found to support infill development, this option was recommended for its strong potential to promote gentle intensification, preserve neighbourhood character, and accommodate some of the Municipality's projected growth without fully depending on future urban expansions to the boundaries of Almonte. In addition, the report outlines the potential for increased municipal revenues generated through this level of infill density.

Built Form

To allow denser residential infill to integrate within the existing character of these neighbourhoods, the permitted height of infill development is proposed to match what is pre-existing in the identified qualifying neighbourhoods using form-based zoning. Form-based zoning refers to land use regulation that focuses more on the physical form and design of a building rather than on its specific use (i.e. how buildings relate to each other, the street, and public spaces as opposed to the number of units within the building). An example of the proposed form-based zoning is a requirement that a portion of a building's street-facing façade include features such as porches, balconies, and glazing (windows) which are common characteristics in the qualifying neighbourhoods.

Parking

As part of the recommended option, there is no minimum parking requirement per residential unit; rather developments may provide on-site or off-site parking at their discretion, however the Zoning By-law would not require on-site parking.

This approach was strategically recommended to allow developments to maximize their built footprint without being constrained by space requirements for driveways or parking spaces. To support this shift, BuildingIN recommends that the Municipality implement a year-round residential street parking permit system within the identified qualifying neighbourhoods.

The BuildingIN Recommendation Report notes that members of the public were supportive of this scenario given the number of implied benefits and the ability for these denser developments to integrate within the existing neighbourhoods using form-based zoning; however, several residents expressed concerns that street permit parking could overwhelm local streets and contribute to traffic congestion, particularly near schools and intersections. In response, BuildingIN proposes a controlled permit system that restricts parking to one side of the street, prohibits parking on arterial roads (major roads) and in proximity to schools, and ensures that distances near intersections and fire hydrants are maintained. Based on these parameters, the BuildingIN analysis indicates that the qualifying neighbourhoods can accommodate approximately 1.2 vehicles per new dwelling unit on their existing roads.

In addition to permitting denser infill as-of-right, BuildingIN proposes a reduction in regulatory requirements that are perceived to be time and cost-prohibitive to infill development. Specifically, BuildingIN recommends that the following policies be adopted by the Municipality:

- Exempt those infill developments consisting of more than ten (10) units where overland stormflows to neighbouring properties match pre-development flows from Site Plan Control;
- Accept simplified drainage diagrams as part of Building Permit submissions;
- Eliminate requirement for fire flow documentation and upgrades with Building Permit submissions; and
- Exempt 2/3 of units included in infill developments from Development Charges.

EVALUATION:

While BuildingIN presents a promising strategy to support infill housing and leverage existing infrastructure there are some additional considerations or investitive work required. The proposal to permit up to twelve (12) residential units as-of-right, combined with exemptions from key regulatory requirements such as Site Plan Control, fire flow documentation, and partial development charges, are key recommendations that staff are exploring for the future. Furthermore, the proposed residential parking permit system, intended to manage increased demand for on-street parking, has not yet been fully developed or costed, which are first steps in determining the feasibility of this recommendation. Staff are of the opinion that further analysis is necessary to implement the program in a manner that minimizes unforeseen negative impacts and avoids administrative burdens that exceed current staff capacity.

Notwithstanding, the BuildingIN Recommendation Report offers a valuable framework that can inform other ongoing municipal initiatives. For example, under the Municipality’s HAF Agreement with CMHC, the Municipality is required to implement a

Zoning By-law Amendment to permit up to four (4) residential units as-of-right on lots within an existing neighbourhood in Almonte. The GIS analysis and public consultation conducted through the BuildingIN program will assist Staff in recommending the neighbourhoods best suited to accommodate this increased density.

CONCLUSION

Staff are of the opinion that the four (4) units as-of-right HAF initiative will serve as a meaningful pilot for the broader BuildingIN program, offering an opportunity to implement more modest infill policies, monitor their outcomes, assess whether expanding as-of-right development permissions is appropriate, and determine which supporting policies should be adopted.

The implementation of the recommendations from BuildingIN can assist with future updates to the Zoning By-law and the Municipality's Urban Design Guidelines.

All of which is respectfully submitted by,	Approved by,
Drew Brennan Senior Planner	Melanie Knight, MCIP RPP Director of Development Services and Engineering

ATTACHMENTS:

1. Attachment A – BuildingIN Recommendation Report

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: November 4, 2025

TO: Committee of the Whole

FROM: Melanie Knight, Director of Development Services and Engineering

SUBJECT: Flow Monitoring Results and Capacity Allocation

RECOMMENDATION:

THAT Committee of the Whole recommend Council receive the flow monitoring results for the two flow monitors located in Riverfront Estates and Mill Run for information; and

THAT Committee of the Whole recommend that Council amend the Capacity Allocation Policy and By-law to increase the allocated capacity duration for Draft Approved Plans of Subdivision from two (2) years to three (3) years and increase the number of units from 50 to 100 for subdivisions in the Policy for allocation scoring, similar in effect to Attachments A and B.

BACKGROUND:

The Municipality determines the available Water and Sanitary Sewer Capacity, using the uncommitted reserve capacity of the Water Treatment System and Sewage Treatment Plant. This process is guided by the Municipality's Capacity Allocation Policy and By-law, which establishes a standardized and transparent framework for evaluating and allocating servicing capacity to development applications. Council approved the by-law and policy on December 10, 2025.

The policy establishes clear criteria to prioritize applications and sets a consistent approach to managing growth within the limits of the existing infrastructure. The intent is to ensure that development proceeds at a steady and sustainable pace, aligned with the Municipality's servicing capabilities and long-term infrastructure planning goals.

In recent years, the Municipality's water and wastewater infrastructure has been approaching its maximum capacity. System improvements are required in the short term (0 to 5 years), mid-term (6 to 15 years), and long term (16-25 years) to support continued population and employment growth. Until those upgrades are completed, the Municipality must carefully monitor and manage the remaining servicing capacity to ensure that new development can be accommodated without exceeding existing system limits.

The intent of the Capacity Allocation Policy and By-law is to maintain a steady and predictable rate of development within the capacity of the existing water and sanitary sewer infrastructure. To achieve this, development applications are evaluated using criteria outlined in the policy, which guide how the allocation threshold is established and distributed. Allocation decisions are presented to Council for approval each calendar year, or more frequently if additional uncommitted capacity becomes available.

The By-law and Policy have only been in place since December 2024. Since that time, a few necessary amendments have been identified to ensure that the policy and by-law are aligned with the development process. As part of this work, staff have undertaken a review of the by-law and policy as well as a sanitary flow monitoring program.

With respect to the sanitary flow monitoring program, flow monitoring was initiated by the Department to determine the sewer demands created by newly built subdivisions in partnership with the Roads and Public Works flow monitoring program. Their program was to identify leaky areas of the sewer system, while the Development & Engineering Services Department's program was to determine appropriate sewer demand to be used in the design of new subdivisions. The Lanark Leeds Home Builders Association (LLHBA) partially funded the flow monitoring as it could help the Municipality target leaky sewers for relining and gaining more capacity at the wastewater treatment plant through reductions in water from leaks being sent to the treatment plant. Two monitors were installed for the Department's analysis - one in Riverfront Estates and one in the Mill Run neighbourhood. The monitors were installed for three and two months respectively, measuring and recording the flow passing through the sewers.

In addition, a recent delegation from a potential developer of a gas station with associated car wash identified some necessary clarity for the by-law and policy as it relates to uses that are not subject to capacity allocation due to their high-water use/wastewater flows and low, permanent number of employees.

DISCUSSION:

Capacity Allocation Alignment with Draft Approval

As part of the many amendments made to the *Planning Act* (the *Act*) made by the - province in the past few years, the minimum timeframe for Draft Plan Approval of a subdivision was increased from two (2) years to three (3) years. Draft Plan Approval is essentially 'approval in principle' of a subdivision development subject to detailed design and the execution and registration of a Subdivision Agreement.

In accordance with the Ministry of Environment and Conservation and Parks (MECP) D-5-1 guidelines, a subdivision can only be draft approved if there is sufficient water and wastewater capacity to support the development. As a result, if the Municipality recommends the County to draft approve the subdivision, the Municipality is committing the required water and wastewater capacity to the subdivision.

For consistency and transparency, Staff are recommending that the Capacity Allocation By-law be amended to permit allocation in principle for subdivisions for three (3) years in alignment with the minimum timeframe for draft approval to lapse. In addition, the By-law is proposed to be amended to permit an extension to the allocation in parallel with any future extensions of the draft approval lapsing date.

Capacity Allocation change to Point System

As part of the Allocation Policy, staff implemented a 'scoring' for capacity allocation applications to evaluate multiple allocation applications. At that time, preliminary feedback from developers/builders was that a minimum of 50 units was required for a single phase of a subdivision (and associated registration of a subdivision agreement). Since then, through the analysis of the wastewater treatment plant, additional capacity was determined (approximately 1000 units) and the active subdivision applications, if draft approved, can be accommodated within the existing capacity. The increase in 100 units for *subdivision applications only* will allow developers and builders greater flexibility and certainty for the construction of new homes in the phases of subdivisions.

Flow Monitoring Results

A comprehensive summary analysis of the flow monitoring results and interpretation is provided in Attachment C**.** The report notes that the population estimates are based on standard unit occupancy rates, and that actual unit populations may be lower, which could result in an underestimation of the per person demands presented below.

The results of the flow monitoring indicated that in Riverfront Estates the average per person sewer flow is 112 litres/person/day and in Mill Run it is 103 litres/person/day.

The water demand was also measured as part of the flow monitoring, and it was determined that in Riverfront Estates the average daily water use was 166 /person/day and in Mill Run it was 169 litres/person/day.

Overall, these results show that in the flow monitoring study areas the sewer flows are lower than those identified in the 2024 Water and Wastewater Master Plan for Almonte. These results are positive in that; it demonstrates that new developments consume less water and produce less wastewater than other older areas of Almonte. Staff assume that this is due to the improvement of building techniques over the past several decades focused on energy efficiency, and low flow water faucets and toilets in new developments.

The results of the flow monitoring have been provided to CIMA who is undertaking the Environmental Assessment (EA) process for Gemmill's Bay Pump Station and the Wastewater Treatment Plant on behalf of the Municipality. This data will be used to identify options for the EA and could result in a recommendation to lower flow rates assigned for new development compared with those that are recommended in the 2024 Water and Wastewater Master Plan. Despite the early indication of potentially positive results in the flow monitoring, Staff do not recommend assigning a lower flow rate to the current subdivisions (and other applications) at this time, as further analysis needs to be conducted through the EA process to determine the appropriate flow rate for all proposed developments in Almonte in the immediate future. If indeed the demand is less than the Master Plan values, this will be confirmed through treatment plant annual performance reports which will provide Staff with additional confidence in making a change in design demand.

Clarification to Policy and By-law

As previously mentioned, a recent delegation from a potential developer of a gas station with associated car wash identified some necessary clarity for the by-law and policy as it relates to uses that are not subject to capacity allocation due to their high-water use/wastewater flows and low, permanent number of employees.

The by-law is proposed to be amended to provide a direct link between Section 2.2 of the policy and Section 4.8 of the by-law which speaks to the evaluation of a capacity allocation application as it relates to uses that are not subject to allocation unless approved by Council.

FINANCIAL IMPLICATIONS:

There are no financial implications to this report other than the initial costs for the flow monitoring project.

STRATEGIC PLAN

The Capacity Allocation Policy and By-law represent the following strategic priorities of Council:

1) Modern, Efficient and Effective Municipal Operations
2) Sustainable Financial Stewardship
3) Vibrant and Prosperous Economy
4) Accountable and Transparent Governance

PUBLIC ENGAGEMENT

Staff consulted with the LLHBA on the results of the flow monitoring as it relates to new development areas in October 2025. Staff advised the LLHBA at that time that the flow monitoring results were positive and that the data will be incorporated as part of the Environmental Assessment (EA) process for the Wastewater Treatment Plant. Including it as part of the EA will ensure that the flow monitoring results are considered as part of the EA process to identify different options for moving forward.

At that same meeting, staff and LLHBA discussed that despite the positive results of the flow monitoring, reducing the allocated flows assigned to current development applications would be premature. In addition, it was agreed that the positive results of the flow monitoring do not impact on the timeline for the Municipality to continue with the EA and analysis of options as the need for a new or expanded wastewater treatment plant is still required for future growth for Almonte.

SUMMARY:

A report in early 2026 will be presented to Council outlining the 2026 annual capacity. The Municipality's Capacity Allocation By-law and Policy are key management tools for the responsible management of the remaining capacity of the wastewater treatment plant and the long-term water supply for Almonte. Staff recommend that the Policy and Capacity Allocation By-law be amended as detailed in this report.

Respectfully submitted by,

Melanie Knight
Director of Development Services
and Engineering

Reviewed by:

Ken Kelly
CAO

ATTACHMENTS:

1. Attachment A – Amended Capacity Allocation Policy
2. Attachment B – Amended Capacity Allocation By-law
3. Attachment C – Sewer Flow Monitoring Results – Riverfront Estates and Mill Run

Mississippi Mills Capacity Allocation Policy

Background

The Municipality has six active subdivision applications and as of October 1, 2024, two of six applications have received draft plan approval representing approximately 750 units (or 1600 people). A smaller subdivision of approximately 15 lots was also draft approved in 2023.

The Municipality also has a business park which has lots available for development (in Phase 3) and there are other vacant, non-residential zoned lots in the vicinity and along Ottawa Street, one of Almonte's commercial corridors. In addition, the Municipality has a Memorandum of Understanding (MOU) for the development of affordable housing units on 0.5 ha of municipally owned land on Victoria Street and has recently been given the opportunity to expand the existing daycare with 75 new daycare spaces from Lanark County.

The Municipality recently approved Official Plan Amendment 32 – Theme One Development, which introduced a new definition for the "Missing Middle" and stacked townhouses and back-to-back townhouses as new built forms to provide more attainable, middle missing housing options in Almonte.

The definition of Missing Middle is as follows:

> *"…a range of housing types with multiple units between single detached dwellings and low-rise apartment buildings that are compatible in scale with other low-rise built forms and offer more forms of housing ownership and low-density rental options to the community."*

The Municipality will encourage and prioritize development that can provide the necessary infrastructure and services to provide affordable housing, missing middle housing and attract non-residential development which provides permanent employment opportunities. The Municipality shall make use of available infrastructure and minimize the need for public funds to assist with new development, whenever possible.

1.0 Introduction

1.1. The Municipality's infrastructure is approaching maximum capacity. Both water and wastewater improvements need to be undertaken in the short term to support growth. Development allocation for the remaining infrastructure capacity must be regularly monitored and managed to ensure that development applications do not exceed the infrastructure capacity.

1.2. It is the intent of this Policy and the Capacity Allocation By-law that the Municipality sustain a steady rate of development and associated population and employment growth in the Municipality within the available capacity of the water and sanitary sewer systems. This steady rate of development needs to provide the greatest economic benefit to the Municipality, meet Council's strategic priorities and proceed in a short-term timeframe (0 to 5 years).

1.3. To achieve the intent of this Policy, the relative merits of competing development applications for allocation will be evaluated by using the criteria developed in this Policy to set out the annual allocation threshold of sewage treatment and water treatment capacity.

2.0 Allocation Policy Applicability

2.1. This Policy shall apply to lands within the settlement area of Almonte, as per the Official Plan in force at the time of application. Lands outside of Almonte will only be assigned allocation through a Council Resolution and amendment to this Policy and the Capacity Allocation By-law.

2.2. This Policy will not apply to the following non-residential uses due to the high demand for water or sewer capacity and limited permanent employment opportunities and will only be assigned allocation through a Council Resolution and amendment to this Policy and the Capacity Allocation By-law:

a) automobile car wash;

b) amusement centre;

c) golf course;

d) campground or tourist campground;

e) laundromat;

f) water bottling plant or bottle washing plant;

g) any industrial uses which exceed 35,000 l/ha/day;

h) any commercial or institutional uses which exceed 28,000 l/ha/day; and

i) any other uses which exceed 35,000 l/ha/day.

2.3. This Policy shall apply to the types of development applications listed in the Capacity Allocation By-law, as amended. Any exemptions contained in Capacity Allocation By-law will apply to this Policy. For further clarity, the following applies:

2.3.1. Infill development will be allocated a maximum of 10 residential units on an annual basis. Any building permit application for an infill development will be required to apply for allocation, as per the Capacity Allocation By-law.

If the annual allocated infill development is not assigned each year, the remaining allocation will be added to the following year and accumulate year over year.

If the annual allocated infill development reaches the maximum of 10 units, any further applications for infill development will be placed on the infill priority waitlist in accordance with Section 6.0.

2.3.2. Affordable housing will be allocated a maximum of 10 residential units on an annual basis.

If the annual allocated affordable housing is not assigned each year, the remaining allocation will be added to the following year and accumulate year over year.

If the annual allocated affordable housing reaches the maximum of 10 units, the development will be placed on the priority waitlist in accordance with Section 6.0.

2.4. At the time of implementation of this Policy and the passing of the Capacity Allocation By-law, developments which reached the following stages in the planning application process prior to the date of adoption of this Policy and the Capacity Allocation By-law are deemed to have sewer and water capacity allocation:

a) Plans of Subdivision or Condominium which have draft approval from Lanark County or registration;

b) Site Plan applications which have executed agreements registered on title;

c) Consent applications which have received conditional approval;

d) Part Lot Control for lots within a Registered Plan of Subdivision; and

e) Committee of Adjustment applications which have received conditional approval.

2.5. Notwithstanding the foregoing, if the Ministry of Environment, Conservation and Parks approves an alternate form of managing committed capacity, the approved alternate form will supersede this Policy.

3.0 Allocation Mechanism and Reporting

3.1. The provision of allocation will be considered, evaluated and assigned by the Municipality on an annual basis each calendar year or more often, if additional uncommitted capacity becomes available. Competing applications will be evaluated against the criteria outlined in this Policy and in accordance with the annual uncommitted sewer and water reserve capacity.

3.2. Prior to the beginning of the second quarter of each year, the Municipality will report to Council the remaining unreserved capacity as per Capacity Allocation By-law in an Allocation Report recommending an allotment of capacity available that calendar year.

3.3. Once approved by Council, the Municipality will post the report provided in Section 3.2 on the Municipality’s website.

4.0 Allocation Procedure

4.1. The review of allocation will be conducted at the beginning of each quarter in accordance with the Capacity Allocation By-law. The Municipality will provide application cut off dates as part of the reporting in Section 3.2 and post the application deadlines on the Municipality's website.

4.2. The procedure for allocation will adhere to the provisions contained in Capacity Allocation By-law.

5.0 Evaluation Procedure for Competing Capacity

When evaluating the Projects, the Municipality will evaluate the merits of the applications for Capacity Allocation using the following scoring based on the proposed development. For clarity, scoring in each subsection is not cumulative, if an application meets more than one criterion in each subsection, the highest scoring point will be assigned.

5.1. Servicing Availability – priority will be given for the ability of the development to be serviced immediately with minimal or no offsite municipal infrastructure costs required to support the development or the required off-site municipal infrastructure is at the sole cost of the applicant, which does not include front ending agreements/Development Charge eligible projects.

- 2 points – no offsite municipal infrastructure is required, or new offsite municipal infrastructure is required and will be constructed at the sole cost of the applicant; or
- 1 point – new offsite municipal infrastructure is required and will be constructed at the cost of the applicant through a front ending agreement where more than 75% of the cost is covered by Development Charges (maximum 25% at the cost of the Municipality).

5.2. ICI Project – the following only applies to those developments providing non-residential uses. If the development is entirely residential, skip to 5.3.

- 5 Points – ICI project which use is permitted in the existing Downtown Commercial (C2), Highway Commercial (C3), Shopping Centre Commercial (C4), Community Facility (I) or Business Park (E1) zoning; or
- 3 Point – ICI project which requires a Zoning By-law Amendment to permit the use.

5.3. Affordable Housing – priority will be given to development that includes affordable housing which meets the definition of affordable housing as per the Provincial Planning Statement 2024 and a funding or partnership agreement or other such agreement between the applicant and an applicable level of government such as Lanark County, or a not-for-profit affordable housing provider. Affordable housing units are allocated as per Section 2.0; however, the following is used to score the remainder development which includes the affordable housing:

- 10 points – the development includes at least 75% or more affordable housing;
- 5 points – the development includes at least 25% or more affordable housing units; or
- 3 point – The development includes at least 5% of affordable housing units.

5.4. Missing Middle Housing – priority will be given to development that includes missing middle housing in accordance with the definition contained in Official Plan Amendment 32 – Theme One – Development, with emphasis on stacked and back-to-back townhomes.

- 5 points – The development is comprised of 40% or more missing middle housing units with at least 20% stacked, back-to-back townhomes or apartment dwellings; or
- 3 points – The development is comprised of at least 20% missing middle housing units.

5.5. Vacant Sites in the Downtown Core – priority will be given to proposed development on vacant sites in the downtown core:

- 5 points – proposed development application that has completed a formal pre-consultation with the Municipality, including the Heritage Committee for those sites designated under the Ontario Heritage Act, and has a complete application that has addressed all comments identified in the pre-consultation (required plans and studies outlined in pre-consultation to support the development completed)

5.6. Stage in the Approval Process – priority will be given to proposed developments which are farther advanced through the development review process:

- 2 points for all other development applications, excluding Plan of Subdivision, which have been deemed complete by the Municipality; or
- 1 point – for a Plan of Subdivision application which has received approval by the Municipality and other applicable agencies such as Mississippi Valley Conservation Authority, but Mississippi Mills Council decision has not been made.

5.7. Number of Units Requested – priority will be given to proposed development which includes a smaller number of residential units:

- 2 points – 30 units or fewer;

- 2 points – up to ~~50~~ 100 units for a new Plan of Subdivision with no previous allocation;
- 2 points – up to ~~50~~ 100 units for an existing Plan of Subdivision that have already received allocation and at least 80% of building permits have been issued; or
- 1 point – between ~~31 to 50~~51 to 100 units or more than ~~50~~ 100 units for a Plan of Subdivision with no previous allocation

5.8. Timing of completion – priority will be given to proposed development which demonstrates that it can be completed within a certain timeframe.

- 5 points if it is demonstrated that the development can reach occupancy within 18 months;
- 3 points if it is demonstrated that the development can reach occupancy within 24 months; or
- 1 point if it is demonstrated that the development can reach occupancy within 36 months.

6.0 Priority Waitlist

6.1. The Municipality acknowledges that there is likely a greater demand for capacity allocation than what exists on a quarterly or annual basis. As a result, the Municipality will maintain three priority waitlists: one for developments that do not include affordable or infill housing, a second for infill housing and a third for affordable housing. All proposed development on a waitlist will be considered in each subsequent quarter, and the applicants do not need to reapply in subsequent intakes.

6.2. All priority waitlists will be reviewed at the beginning of each quarter along with new applications. Other than development for infill, allocation will be awarded based on the highest score(s). In the case of infill development, allocation will be awarded based on a first added, first allocated basis.

7.0 Use it or Lose it

7.1. In addition to Section 6.0 of the Capacity Allocation By-law, for developments which are assigned capacity, but no milestones have been reached within every six months, the Municipality has the sole discretion to revoke the capacity and reassign to a development or developments on the priority waitlist, in accordance with Section 6.0 of this Policy. For further clarity, milestones may include one or more of the following:

7.1.1. The planning application process is advancing towards approval or planning application approval has been obtained;

7.1.2. In the case of a Plan of Subdivision application, the detailed design stage has begun, and the applicant continues to provide resubmissions to the Municipality, or the construction of site works have begun either through an Early Servicing Agreement or Registered Subdivision Agreement; or

7.1.3. The building permit process is advancing towards approval, or a building permit has been issued with no permit renewal.

7.2. If allocation is revoked, the applicant will not be considered for allocation until the following quarter and the applicant must reapply in the applicable quarter.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 24-093

BEING a By-law to enact rules and regulations for the maintenance and operations of, and connection to, a system of water works in the Town of Almonte and providing penalties for violations thereof;

WHEREAS the Municipal Act, s.o. 2001, c. 25, Section 11(1), provides that a Municipality may provide any service or thing that the Municipality considers necessary or desirable for the public;

AND WHEREAS section 11(2) of the Municipal Act, s.o. 2001, c. 25, states that a Municipality may pass By-laws, respecting services and things that the Municipality is authorized to provide under subsection (1);

AND WHEREAS section 11(3) of the Municipal Act states that a Municipality may pass By-laws, respecting matters within the following spheres of jurisdiction: Public utilities, Highways, and Drainage and flood control;

AND WHEREAS Section 86.1 of the Municipal Act states that a Municipality may adopt a policy providing for the allocation of water supply and sewage capacity;

Now the Council of the Municipality of Mississippi Mills enacts as follows:

DEFINITIONS

For the purposes of this By-law, the following definitions shall apply:

1.1. Annual Development Allocation means the total number of units of Water Capacity and/or the total number of units of Sanitary Sewer Capacity which may be allocated for development.

1.2. Applicant means the Owner of Land or the authorized agent of the Owner.

1.3. Application Date means the date that the Municipality receives a completed Capacity Allocation Request application form and all applicable fees.

1.4. Capacity Allocation means the granting of Water Capacity, Sanitary Sewer Capacity or both.

1.5. CAO means the Chief Administrative Officer of the Corporation of the Municipality of Mississippi Mills.

1.6. Capacity Allocation Request means an application for the allocation of a specified number of units of Sanitary Sewer Capacity or Water Capacity, or both, to serve a parcel of land.

1.7. Council means the Municipal Council of The Corporation of the Municipality of Mississippi Mills.

1.8. Development Application means an application for the development of Land or building(s) which shall include but not be limited to:

a) Plans of Subdivision or Condominium which have draft approval from Lanark County or registration;

b) Site Plan applications which have executed agreements registered on title;

c) Consent applications which have received conditional approval;

d) Part Lot Control for lots within a Registered Plan of Subdivision; and

e) Committee of Adjustment applications which have received conditional approval.

1.9. Land means any existing lot of record and any new lot of record created by Transfer/Deed of Land, Plan of Subdivision or Condominium Plan.

1.10. Prescribed form means the Municipality's Capacity Allocation Form, amended from time to time.

1.11. Owner or Owners means the person(s) who is/are the registered owner(s) of Land.

1.12. Project means a development project which requires Water Capacity, Sanitary Sewer Capacity or both.

1.13. Sanitary Sewer Capacity means a unit of capacity within the Sewage Treatment System as set out in the demand calculations provided by the applicant and confirmed by the Municipality.

1.14. Sewage Treatment System means the sanitary sewage treatment system of the Town of Almonte.

1.15. Municipality means the Corporation of the Municipality of Mississippi Mills.

1.16. Water Capacity means a unit of capacity within the Water Treatment System set out in the demand calculations provided by the applicant and confirmed by the Municipality.

1.17. Water Treatment System means the well supply and treatment system of the Town of Almonte.

2. WATER TREATMENT SYSTEM AND SEWAGE TREATMENT SYSTEM CAPACITY

2.1. After the effective date of this By-law, in accordance with Section 4.9 of Zoning By-law 11-83, no application for a Building Permit which requires Water Capacity and Sanitary Sewer Capacity shall be issued by the Municipality until the associated Capacity Allocation Request has been approved in accordance with the provisions of this By-law.

2.2. After the effective date of this By-law, no Consent or Part Lot Control, Condominium, or approval of a Site Plan application which requires Water Capacity or Sanitary Sewer Capacity shall be granted by the Municipality until an associated Capacity Allocation Request has been approved by the Municipality in accordance with the provisions of this By-law.

After the effective date of this By-law, no Draft Approval for a Plan of Subdivision, which requires Water Capacity or Sanitary Sewer Capacity shall be granted unless there is sufficient uncommitted reserve capacity and the Municipality has reserved this capacity for future building permit applications for this Plan of Subdivision. The Municipality shall determine, on an annual basis, the available units of Water Capacity and Sanitary Sewer Capacity based on the uncommitted reserve capacity of the Sewage Treatment Plant and Water Treatment System. In accordance with Section 4.1, all Registered Subdivisions will be required an approved Capacity Allocation Request at the building permit stage.

2.3. Any use of Sanitary Sewer Capacity or Water Capacity shall be in accordance with the Municipal Sewer Use By-law and Water Works By-law respectively.

2.4. No Owner shall exceed the allocated capacity that they were granted with respect to a project on their land.

2.5. At no time, shall allocation be granted beyond the uncommitted reserve capacity of the Sewage Treatment Plant and Water Treatment System.

3. DETERMINATION OF THE ANNUAL DEVELOPMENT ALLOCATION

3.1. On or before the end of the first quarter of each year, Council shall approve the Annual Development Allocation.

3.1.1. The Director of Roads and Public Works and the Director of Development Services and Engineering shall present a joint report to Council which provides the appropriate Annual Development Allocation to be available for development.

3.1.2. Staff shall not, in any year, approve the allocation of Water Capacity or Sanitary Sewer Capacity which exceeds the available capacity set out in the Annual Development Allocation, as amended.

4. APPLICATION PROCEDURES

4.1. No person shall receive approval of a Development Application without first applying for and obtaining approval of a Capacity Allocation Request in accordance with the provisions of this By-law, except in the case of Draft Plan Approval of a Plan of Subdivision, whereby recommended Draft Approval from Mississippi Mills Council shall reserve the Water Capacity and Sanitary Sewer Capacity for the subdivision to be Draft Approved by Lanark County. Specific Capacity Allocation Application(s) will be considered by the Municipality at building permit stage, in accordance with this By-law and Policy after applicable phase(s) have a Registered Subdivision Agreement.

4.2. A Capacity Allocation Request shall be submitted to the Municipality on the Municipality's Capacity Allocation application form, and include all relevant information, and be accompanied by any required fees in accordance with the Municipality's Fees and Charges By-law.

4.3. A Capacity Allocation Request submitted to the Municipality with respect to a Development Application shall be completed in accordance Capacity Allocation Policy. An application which is inconsistent with the aforementioned documents shall be deemed incomplete and will not be processed until the application is complete to the satisfaction of the Municipality.

4.4. The Municipality shall review for completeness all Capacity Allocation Requests and notify the Applicant if the application is deemed complete or incomplete within approximately fifteen (15) days after the Application Date. Where additional time is needed to evaluate the application for completeness, the Municipality may extend the review period for up to fifteen (15) days and will notify the Applicant prior to the expiration of the thirty (30) day review period.

4.5. Should the application be deemed incomplete, the Municipality shall indicate, on the notice, what additional information is required to properly evaluate the application.

4.6. In the event the Applicant does not submit the required additional information within fifteen (15) days from the date the notice of incomplete application is sent, the application shall be deemed abandoned by the applicant.

4.7. Changes to the Application after the Application Date will only be accepted to reduce the Capacity Allocation requested. Any changes to the Application to increase the Capacity Allocation after the Application has been deemed Complete, will not be accepted and a new Application will be required.

4.7.1. Staff may recommend to Applicants to reduce their Capacity Allocation Request after the application has been deemed complete and request that the applicant amend their application accordingly.

4.8. Any proposed uses listed in Policy 2.2 of the Capacity Allocation Policy will be deemed incomplete until such time that a Council Resolution and amendment to this By-law is passed by Mississippi Mills Council to permit the uses; upon which the Application will be reviewed by Staff in accordance with the provisions of this By-law and the Policy.

4.9. Water Capacity and Sanitary Sewer Capacity calculations made in support of an application shall be in accordance with the provisions of the Allocation Policy. The calculation methodology shall be maintained by the Director of Development Services and Engineering and updated from time to time without the need to amend this By-law.

4.10. Capacity Allocation is only applicable to the Land and the Project which is the subject of the Application. Capacity Allocation is not allocated to the Owner of the Land and as such is not transferable. Capacity Allocation cannot be transferred to different Land(s) or Project(s) or to a different Project on the same Land.

5. EVALUATION OF APPLICATIONS FOR CAPACITY ALLOCATIONS AND AWARDING OF ALLOCATION

5.1. When evaluating Projects which should receive Capacity Allocation, Municipal staff shall evaluate the applications taking into consideration the evaluation criteria contained in the Municipality's Allocation Policy and the Annual Development Allocation.

5.2. Staff shall evaluate and score the applications in accordance with the Allocation Policy within thirty (30) days of deeming the application complete.

5.3. The CAO shall make the final decision as to whether to approve or reject all applications and may approve an application at a reduced Capacity Allocation.

5.4. When making decisions on applications the CAO shall consider the Municipality's Allocation Policy as amended from time to time and the Annual Development Allocation.

5.5. The allocation, rejection or addition to a priority waitlist of a Capacity Allocation Request shall be confirmed in writing to the applicant.

6. EXPIRY OF CAPACITY ALLOCATION

6.1. All Capacity Allocations granted pursuant to this By-law shall expire two (2) years after the date they are awarded if they are not used, except in the case of Draft Plan Approval where the capacity allocation will expire upon the same date that Draft Approval lapses.

In accordance with 2.3, Draft Approval of a Plan of Subdivision obligates the Municipality to ensure that sufficient capacity for the entire subdivision is available until such time that the Plan of Subdivision is registered or the Draft Approval lapses. The Municipality has no obligation to provide uncommitted reserve capacity for any Plan of Subdivision beyond the Draft Approval lapsing date issued by Lanark County. Any extensions to Draft Approval of a Plan of Subdivision will be reviewed on a case-by-case basis in accordance with the provisions of this By-law.

6.2. Notwithstanding Section 6.1, the date of Capacity Allocation expiry may be extended, at the discretion of the CAO, beyond two (2) years if:

6.2.1. At least 80% of building permits have been issued to such Capacity Allocation; or

6.2.2. An agreement has been entered into with respect to the applicable Development Application and the construction of services has commenced within six (6) months of the execution of the agreement.

6.3. Notwithstanding Section 6.1, the two (2) year period for the expiry of Capacity Allocation may be reduced at the discretion of the CAO if no progress milestones have been reached within a period of time as set out in the Capacity Allocation Policy, as amended from time to time.

6.4. The expiration of the Capacity Allocation shall apply to all Water Capacity and/or Sanitary Sewer Capacity allocated to a Project.

7. TIMING FOR USE OF THE ALLOCATION

7.1. No Land or Project for which a Capacity Allocation has been approved shall receive additional Capacity Allocation until such time as building permits have been issued for 80% of the previous Capacity Allocation to the Land or Project.

7.2. The CAO may grant a temporary exemption to the provisions of Section 7.1 of this By-law, in accordance with the Capacity Allocation Policy.

8. PRIOR ALLOCATIONS OF WATER CAPACITY AND SANITARY SEWER CAPACITY

8.1. Where an Owner has entered into a Site Plan Agreement with the Municipality for a Project prior to the date of passing of this By-law, then it is assumed that the Capacity Allocation is equal to the amount required to complete the Project as detailed in the Plans and Studies listed in the Site Plan Agreement and as approved by the Municipality.

8.2. Where an Owner has received Draft Plan Approval for a Plan of Subdivision or Plan of Condominium, or Conditional Approval for a Consent application prior to the date of passing of this By-law, then it is assumed that the Capacity Allocation is equal to the Draft Approved Plan and details in the Plans and Studies listed in the Draft Plan Conditions or Conditional Approval of Consent.

8.2.1. Notwithstanding Section 8.2, if a condition exists as part of conditions of draft plan approval which contains details pertaining to the allocation of capacity or requirements for receiving capacity then the draft plan condition shall take precedence.

9. REVIEW AND MONITORING

9.1. All reviewing and monitoring shall be in accordance with the Capacity Allocation Policy, as amended.

10. EXEMPTIONS

10.1. This By-law shall not apply to the following developments which may require a development application:

10.1.1. Any municipal or county development located on municipal or county property, or on private lands through a public private partnership, including but not limited to, daycare facility, recreation facility or park, affordable housing, and municipal offices including Lanark County affordable housing development.

10.1.2. The construction of accessory buildings, if there is no increase in the demand for water or sewage capacity created by the use and occupancy of the accessory buildings, other than indicated in 10.1.5.

10.1.3. Any change of use or renovation, relocation, alteration, addition, intensification or enlargement of a building where there is no increase in the number of residential units, other than indicated 10.1.5 of the renovated, relocated, altered, intensified or enlarged building.

10.1.4. The demolition and replacement of an existing building or the restoration, reconstruction or replacement of an existing structure where there is no increase in the number of units, other than indicated in 10.1.5 of the created by the use and occupancy of the building or structure.

10.1.5. The development of Additional Residential Units (ARUs) located within an existing dwelling or in a detached accessory structure in accordance with Zoning By-law 11-83.

10.1.6. ICI development which includes an expansion to an existing use equal or less than 50% of the existing gross floor area calculated as per Zoning By-law 11-83 and where there is not a substantial increase in water demand or sewage generation as determined by the Municipality.

10.2. Any dispute as to whether a use or building is entitled to an exemption or part-exemption shall be determined at the discretion of the CAO. This decision is final and not subject to appeal.

11. PROHIBITIONS

11.1. No person shall contravene any provision of this By-law or the Municipal Capacity Allocation Policy.

12. PENALTIES

12.1. Every Person who contravenes any provision of this By-law is guilty of an offence and on conviction is liable to a fine not to exceed the limits of the Provincial Offences Act., R.S.O. 1990, c. P33 as amended.

12.2. A Person who is convicted of an offence under this By-law is liable, for each day or part of a day that the offence continues, to a minimum fine of $500.00 and a maximum fine of $10,000.00 and the total of all of the daily fines for the offence is not limited to $100,000.00 as provided for in subsection 429(3)2 of the Municipal Act, 2001, S.O. 2001, c.25, as amended.

13. SHORT TITLE

13.1. The short title of this By-law shall be the Capacity Allocation By-law.

14. SEVERABILITY

14.1. If any section, subsection or part or parts thereof be declared by a Court of Law to be bad, illegal or ultra-vires, such section, sub section or part or parts shall be deemed to be severable and all parts shall be deemed to be separate and independent and enacted as such.

THAT This By-law shall come into force and take effect on the day of its passing.

BY-LAW read, passed, signed and sealed in open Council this 10th day of December 2024.

____________________________ ____________________________

Christa Lowry, Mayor Jeanne Harfield, Clerk

Mississippi Mills

Department of Development Services and Engineering

Sewer Flow Monitoring Results – Riverfront Estates and Mill Run

Authors: Luke Harrington, Kerrington Blackburn

The purpose of this report is to present the results of the flow monitoring completed in the Riverfront Estates and Mill Run Subdivisions between April and June 30, 2025. During the same period, the Department of Roads and Public Works carried out additional flow monitoring in other areas of Almonte to identify leaky sewers. Although this work was completed in conjunction with the monitoring described in this report, Roads and Public Works will be issuing a separate report to summarize their findings.

In Riverfront Estates, a sewer flow monitor was installed in a manhole MH4-149, located near the intersection of Maurice Stead and Spring Street. This location allowed for the capture of flow data from Elmer West, Jack Dalgity, Stewart Lee, and portions of Spring and Johanna Streets. This location was selected because it lies within a fully separated area developed in the last 10 years, featuring modern techniques and infrastructure built in accordance with MECP guidelines. See Appendix A for a map of the monitored area.

Similarly, in Mill Run a monitor was placed in manhole MH2-134 on Sadler Drive, which collects flows from the entire Mill Run subdivision. See Appendix B for a map of the monitored area.

In addition to the sewer flow data, the metered water usage data was requested for each household in the study areas for a comparative analysis. The results of this monitoring exercise are expected to provide valuable insights into anticipated sewer and water flow patterns in future developments within the Municipality.

Population Estimates and Flow Monitoring Results

As a part of the data analysis, it was necessary to estimate the population within the study areas. In the absence of a comprehensive survey of the number of residents in each household, population figures were approximated using per unit occupancy rates based on the 2021 census. The rates applied were:

- 2.4 persons per unit for detached dwellings
- 2.1 persons per unit for semi-detached dwellings and townhouses
- 1.5 persons per unit for apartments

Using these rates, it was assumed that approximately 558 people were living in the Riverfront Estates monitoring area and 1198 in Mill Run during the study period It is important to note that these population numbers are estimates based on the census averages, and actual populations may vary. See summary table below.

Subdivision	Street	Number of Houses	Approximate Number of People
Riverfront Estates	Elmer West	12	25.2
	Jack Dalgity	49	114.9
	Johanna	106	203.2
	Mauriece Stead	26	54.6
	Spring	27	59.7
	Stewart Lee	45	100
Mill Run	Bracewell	50	114.5
	Honeyborne	130	421.6
	Horton	67	147.2
Mill Run	LaRocque	15	39
	Leishman	65	152
	McCabe	18	46.8
	McKenny	21	54.6
	Reaume	58	131.3
	Sadler Drive	36	87.6
	Walsh	6	12.6

The results from the flow monitoring indicate that within the Riverfront Estates study area, the average per person sewer flow was 112.7 Litres/Person/Day, and the inflow and infiltration rate was determined by the flow monitoring consultant to be 0.01 Litres/Second/hectare (Flowmetrix, 2025). In Mill Run, the average per person sewer flow was 103.2 Litres/Person/Day, with an inflow and infiltration rate of less than 0.01 Litres/Second/Hectare (Flowmetrix, 2025).

For comparison, the 2024 Water and Wastewater Master Plan included flow monitoring, across the entire Almonte area. The Master Plan reported a significantly higher average per person sewer flow of 185 Litre/Person/Day and an inflow and infiltration rate of 0.03 Litres/Second/Hectare du ring dry weather conditions (J.L. Richards, 2023). These findings suggest a significant reduction in both the per capita sewer rates and inflow and infiltration rates within the newer subdivisions.

Water metres further support this trend. On average, each person in Riverfront Estates used 166 Litres/Person/Day, while Mill Run residents averaged 169 Litres/Person/Day. In contrast, the Master Plan reported a per capita water use of 25.4 Litres/Second or 360 Litres/Person/Day, when total water consumption was divided by the overall population (J.L. Richards, 2023). Again, the results indicate that water usage in the study areas is lower in comparison to the whole area of Almonte. It is important to note that the Master Plan states the average per person water and sewer usage calculation includes consumption from all user types, including residential, industrial, commercial, and institutional. As a result, the difference between the per capita usage reported in the Master Plan are likely less than presented. A summary of the results is provided in the table below.

Study Area	Average Daily Use Sewer (L/Cap/Day)	Average Daily Use Potable Water (L/Cap/Day)	Inflow and infiltration (L/S/Ha)
Riverfront Estates	112.7	166	0.01
Mill Run	103.2	169	<0.01
Almonte Total	185	360	0.03

Overall, the results of this study are positive. With respect to the inflow and infiltration, the data suggests that the construction techniques used in these developments are performing, keeping the extraneous flows to a minimum and effectively keeping additional water out of the sewer system and, more importantly, away from the sewage treatment plant.

Regarding per person flow rates, the monitoring areas show lower values compared to those in the Master Plan; however, it is important to note that these results are based on estimated population figures. Consequently, the actual per capita usage may be lower or higher than stated. Further study is required to confirm the true demographics of the study areas if more precise insight into average per person water usage is desired.

There are many factors that influence individual water use, such as age, household size, and lifestyle. These factors change over time, and while current data shows reduced water usage in Riverfront Estates and Mill Run, future trends may differ as demographics shift. From a planning and engineering perspective this potential for a change in water usage presents a risk that must be accounted for.

Currently, this risk is managed by the Municipality using conservative design values in new subdivisions and by actively monitoring critical services to ensure that they have sufficient capacity to account for these potential variations. Therefore, while the results are encouraging and suggest that new developments are performing well, the results are not conclusive enough to warrant changes to Municipal policy at this time.

Nonetheless, these findings should be considered during future reviews of system capacity, updates to the Master Plan, and the development of standards for new subdivisions.

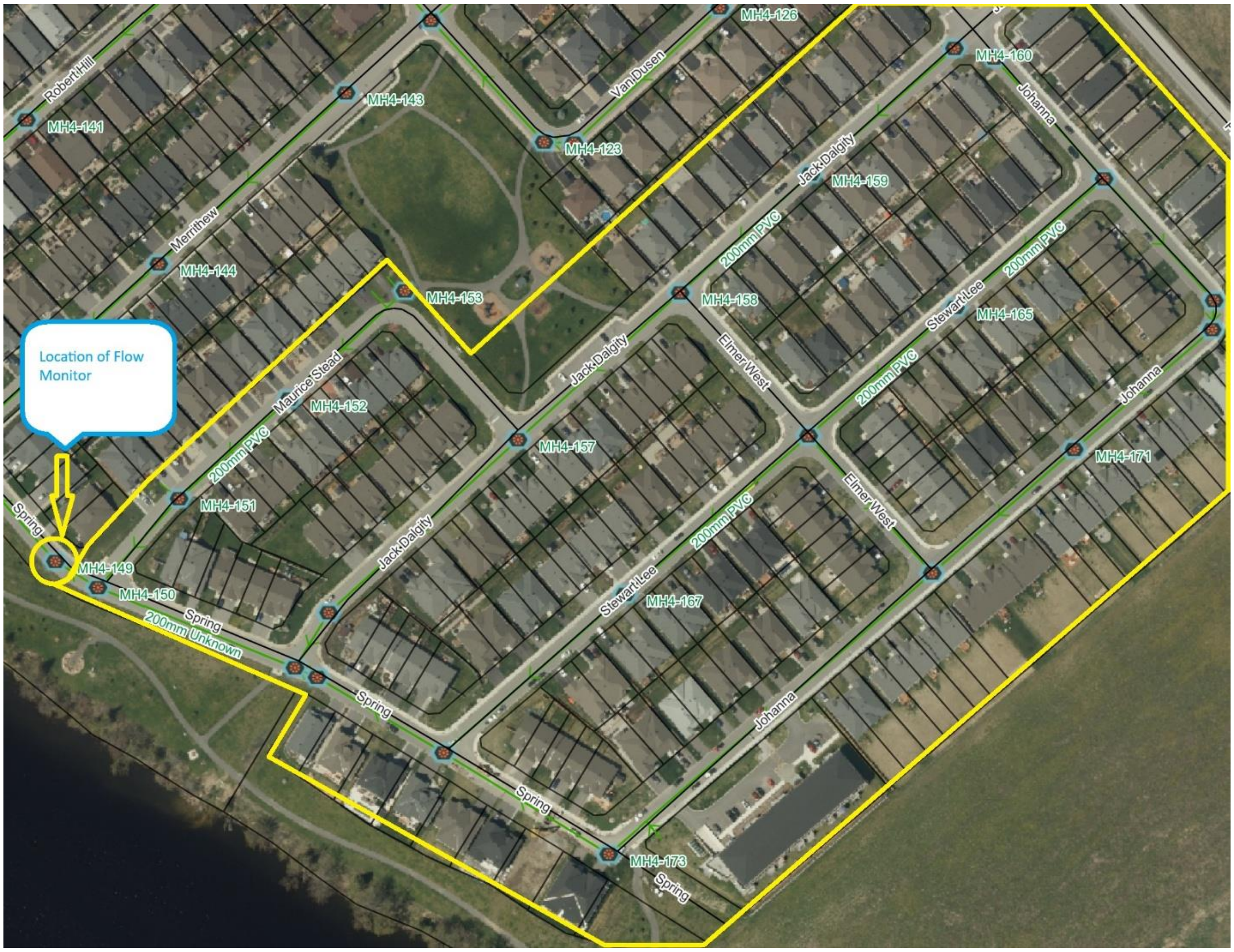
References:

Flowmetrix, T. S. (2025). *Mississippi Mills Sanitary Sewer Flow Moniroting and I&I study.* Almonte.

J.L. Richards, a. A. (2023). *Wastewater Conveyance System Technical Memorandum, Mississippi Mills Infrastructure Master Plan.* Ottawa.

Appendix A

Riverfront Estates



Appendix B

Mill Run

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: November 4, 2025

TO: Committee of the Whole

FROM: Ken T. Kelly, Chief Administrative Officer
Tiffany Maclaren, Manager of Community & Economic Development

SUBJECT: CSMP Museum Recommendations and Action Plan

RECOMMENDATION:

THAT Committee of the Whole recommend that Council accept the following workplan and project team to review funding and governance models, explore shared staffing, and develop a collaborative framework for museum operations for the North Lanark Museum and Mississippi Valley Textile Museum, with a final report to Council no later than April 30, 2026.

AND THAT Committee of the Whole recommend that Council approve funding in the 2026 budget in the same amount as 2025 for each of the Museums.

AND THAT Committee of the Whole recommend that Council acknowledges that funding beyond 2026 is not guaranteed and will depend on the museums' demonstrated transparency, collaboration, and accountability. Failure to meet these expectations may result in the withdrawal of municipal funding.

BACKGROUND:

The role and contribution of the museums and collections that are part of the culture of Mississippi Mills has been documented, noted, and studied in several initiatives over the years. Going back to 2005 Council created a Museums Rationalization Committee which made the following key recommendations:

- Resolve issues with respect to the James Naismith Museum & R. Tait McKenzie Collection,
- Build capacity within museum organizations,
- Increase collaboration between museums, including serious consideration of a shared staffing model
- To gather comparison information on museums funding in the region,
- Develop broader heritage strategies for the municipality.

In 2015, the Municipality and the Museums shared the cost of a formal study - the Sagum Corporation Study. As noted in this 2015 report, the issue of funding was also studied in 2011 when lobbying by local museums resulted in a change to the funding process so that museums were dealt with separately from the municipal grant process.

The Sagum Corporation 2015 study resulted in the final report “Toward Sustainability for Mississippi Mills Museums”. The following is an excerpt from the Executive Summary of this report:

> “While each local museum has its unique strengths, they share several sustainability challenges including: limited staffing; lower than average staff compensation levels; limited time and resources to develop innovative and participative programming and to manage collections; lack of collection storage space; and financial constraints compounded by lower than average municipal funding. In fact, cultural spending by the Town of Mississippi Mills is below both national and provincial averages.
>
> An analysis of consultation input, together with literature and document reviews, point to the need for museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate resources; and 4) take individual action in the face of sustainability challenges.
>
> Specific recommended actions in these areas include:
> #1 – Rethink the Role of Museums and How to Engage People
> #2 - Tell a Complete Story of Mississippi Mills
> #3 – Increase and Formalize Joint Actions and Initiatives
> #4 - Improve Collections Management
> #5 - Create a Shared Pool of Museum Staff
> #6 - Establish Formal Funding Agreements
> #7 - Increase Municipal Funding to Museums
> #8 - Develop Capital Investment Plans
> #9 - Strengthen Museum Organizations From the Inside Out

In order to treat the museums similarly a percentage-based approach was adopted. The new funding model adopted in 2016 was to preclude additional capital requests. Prior to 2016 Capital Improvements from the Museums were considered on a case-by-case basis.

Since this model was adopted the North Lanark Regional Museum(NLRM) and Mississippi Valley Textile Museum (MVTM) receive annual funding based on 30% of their respective 2014 operating budgets. Council approved a gradual increase in funding starting in 2016 at 20% of operating, 2017 25% of operating and 2018 30% of operating. At that time 2014 audited financials were used. For 2019 and 2020 their individual 2018 grant amounts were used with a 2% CPI increase.

It is important to note that in 2019 funding for the Mill of Kintail museums came into question due to changes at the provincial level surrounding Bill 108. As a result, the Conservation Authority created the “Mill of Kintail Museum Special Advisory Committee” with the goal of working out future plans for museum operations and funding. In recognition of the important role the Mill of Kintail museums play in Mississippi Mills, Council directed the Mayor and staff to work with the Mississippi Valley Conservation Authority, the Mill of Kintail Special Advisory Committee, the Provincial Government, and other private parties to develop an independent and sustainable model for the R. Tait McKenzie and Dr. James Naismith Collections. Council allocated $10,000 to support the professional legal advice for a governance structure. These funds have not been spent. The process is being led by the Conservation Authority and the Municipality will continue to follow the situation closely.

On November 24, 2020 staff brought a report to Committee of the Whole as a result of a request for capital funding from the NLRM to assist with the replacement of the roof. Council adopted the following motion on December 15, 2020

> **Motion No CW189-20**
> **Moved by** Mayor Lowry
> **Seconded by** Councillor Ferguson
> **THAT** Committee of the Whole recommends Council approve the 2021 annual funding for Mississippi Mills Museums as follows:
> North Lanark Regional Museum (NLRM) - $26,780;
> Mississippi Valley Textile Museum (MVTM) - $69,345; and
> Mill of Kintail Museums (JNM & RTMM) - $12,220,
> which is formulated based on their 2020 funding plus a 2% CPI increase;
>
> **AND THAT,** municipal funding for all Mississippi Mills Museums be reviewed once the Conservation Authority’s working group has completed their review of the Mill of Kintail Museums;
>
> **AND THAT FURTHERMORE,** the museum funding is conditional upon entering into formal funding agreements between the Municipality of Mississippi Mills and the respective museums detailing financial contributions, in-kind services from the Municipality, identifying specific objectives and performance measures required of the museums including annual reporting on visitors
>
> **CARRIED**

The future of the Mill of Kintail Museum (James Naismith and R Tait McKenzie collections) remains a work in progress. Mississippi Mills funding for this museum has remained constant but the Mississippi Valley Conservation Authority (MVCA) has had to enter into specific service level agreements for these non-core services that are outside of the legislated mandate established by the Province. The future model is still a work in progress and does not have long term funding derived from the MVCA levy.

Operational and Ownership Comparisons

The attached report titled “Notable Comparisons of Mississippi Mills Museums” (Appendix A) outlines key differences in ownership, insurance, and municipal support across the three museums. These discrepancies highlight the need for a standardized and equitable framework for municipal support.

Revisiting the Sagum Report

The Sagum Report (Appendix B), prepared in 2015, identified many of the same challenges and opportunities now echoed in the CSMP. These include:

- The need for shared staffing models to reduce costs and improve service delivery.
- The importance of collaborative governance to reduce competition and foster unity.
- The value of standardized municipal support across museums.

Despite the passage of time, these recommendations remain relevant. Their reappearance in the CSMP underscores the urgency of implementation.

DISCUSSION:

The Community Services Master Plan (CSMP), received by Council in June 2025, identified museums as key cultural institutions requiring sustainable funding, improved collaboration, and enhanced accountability. Specific recommendations from the CSMP related to museums:

> The Municipality should expand the partnerships with the Museums and develop co-lead initiatives that would be beneficial to the whole community. Continued partnerships between the Municipality and the Library / Museum are also important for the delivery of cultural services and programming.
>
> a. Develop a Partnership Agreement for Museums to define, at a minimum, the responsibilities of the Municipality and each Museum, space and staff allocation per Museum, funding allocation, etc. It would be beneficial for all three (3) Museums to be included in the same Partnership Agreement with the Municipality. As part of this Partnership Agreement, a shared pool of Museum staff could be created to strengthen the collaboration between the museums. Municipal funding would be provided based on financial requirements to a set limit established by Council.

b. Create a Collaborative Steering Committee for Museums including members of each Museum and the municipality to work collaboratively to formalize joint actions and initiatives.

The CSMP Implementation Strategy included the following recommendations:

Expand partnerships with the Museums	SHORT (Years 1 & 2 of the plan)
a) Develop a Partnership Agreement	SHORT (Years 1 & 2 of the plan)
b) Create a Collaborative Steering Committee	SHORT (Years 1 & 2 of the plan)
Museum funding of the operating costs to remain as 30% of operating budget until partnership agreement is in place.	SHORT (Years 1 & 2 of the plan)

These recommendations echo earlier findings from the Sagum Report, commissioned in 2015, which led to significant changes in the funding structure for the Mississippi Valley Textile Museum (MVTM) and the North Lanark Regional Museum (NLRM). While those changes improved financial support for core operations, many of the Sagum Report's broader recommendations—particularly about collaboration, governance, and shared staffing—have yet to be implemented. With similar themes now re-emerging in the CSMP, the time has come for these suggestions to be seriously considered and acted upon.

While the Municipality has committed to contributing 30% core operational costs for each museum, there is growing concern about how this percentage is interpreted. Museums have expanded their operational budgets significantly in recent years, often through grants, fundraising, and program growth; yet continue to expect the Municipality to maintain a 30% contribution without limits or conditions on what constitutes "core operations."

This approach creates budget volatility and inconsistency, as the municipal contribution becomes tied to operational decisions made outside the Municipality's control. Even though municipal funding has increased annually since 2016, museums now feel that the Municipality no longer meets the 30% threshold due to their own budget growth. This leaves the Municipality vulnerable to being held responsible for funding increases that it did not initiate or approve.

It is important to note that no municipal department receives automatic budget increases based on internal expansion. All changes to operations and associated costs are subject to Council review, discussion, and approval. Museums must be held to the same standard of fiscal accountability and operational transparency.

While the Municipality values the cultural and educational contributions of its museums, continued financial support must be based on a clear, collaborative, and accountable framework. Without this, the Municipality cannot justify the use of taxpayer dollars to fund operations that lack oversight or consistency.

In order to move forward, we cannot continue to repeat the same actions yet expect different outcomes. Consultants have been engaged in the past and reports have been generated but true collaboration and sharing of staff and resources has not happened. While the Municipality does not own or govern any of the Museums or the respective assets/collections, nor does it want to, it is expected to be the main source of sustainable funding for these operations. This is unfair to the taxpayers of the Municipality when collaboration is not front and center in all initiatives, resources are not shared, and efforts are not made to streamline operations at every possible opportunity.

Project Team Mandate and Topics for Discussion

Mandate:

- Conduct a comprehensive review of current museum funding and governance models.
- Evaluate opportunities for shared staffing and resource pooling to improve operational efficiency.
- Develop a collaborative framework for museum operations that supports long-term sustainability and establish the goals and objectives of the Steering Committee (part B of the CSMP recommendations above).
- Deliver a final report and proposed model to Council by April 2026.

Composition:

- Mayor Christa Lowry
- Councillor Bev Holmes
- CAO Ken Kelly
- Clerk & Deputy CAO Jeanne Harfield
- Manager of Community & Economic Development Tiffany Maclaren

Topics for Discussion:

- Shared staffing models (e.g., curator, administrative support) to reduce duplication and enhance service delivery.
- Governance structures, and collaborative leadership models.
- Facility maintenance responsibilities and standardization of municipal support across museums.
- Insurance and liability structures, including municipal and organizational coverage.
- Ownership implications and long-term asset management strategies.
- Accessibility and inclusion strategies to broaden community engagement.

- Implementation of recommendations from the Sagum Report (2015) and Community Services Master Plan (2025), including:
  - Improved municipal oversight and reporting mechanisms.
  - Development of a unified governance framework.
  - Enhanced transparency in financial and operational practices.

Mill of Kintail Museums – Future Considerations

The Mill of Kintail Museums (Dr. James Naismith and R. Tait McKenzie), currently operated by the Mississippi Valley Conservation Authority (MVCA), are undergoing a transition. MVCA is actively exploring options for transferring ownership and operational responsibility, including the possibility of the Municipality assuming ownership and/or contributing approximately $50,000 annually toward operations. However, no final decisions have been made at this time.

To guide this process, MVCA will establish a separate Steering Committee in early 2026 to determine next steps. This committee will be managed independently by MVCA and will include relevant stakeholders (including the Municipality) to assess governance, funding, and operational models.

The Project Team will monitor this evolving situation closely. Any recommendations or decisions arising from the MVCA-led process will be reviewed and, where appropriate, incorporated into the broader municipal museum strategy. This may include opportunities to streamline funding models,
align governance structures, and enhance service delivery across all museums in Mississippi Mills.

FINANCIAL IMPLICATIONS:

Future funding models may include pooled resources, shared staffing and changes to core/sustainable funding. No funding is guaranteed beyond 2026. The draft 2026 budget includes Museum Funding at the same allotment as 2025.

STRATEGIC PLAN

This initiative supports several key priorities outlined in the Municipality's Strategic Plan:

Safe and Sustainable: By introducing clear funding parameters and accountability measures, the Municipality ensures public funds are used responsibly and sustainably.

Welcoming, Inclusive, Active and Healthy Community: Museums play a vital role in fostering community connection and cultural engagement. The new agreement encourages inclusive programming and broader accessibility.

Modern, Efficient and Effective Municipal Operations: The updated funding model streamlines municipal support, introduces consistent reporting standards, and aligns museum operations with broader municipal practices.

Sustainable Financial Stewardship: The capped funding model and defined expense categories help manage financial risk and ensure predictable budgeting, protecting taxpayers from unplanned increases.

Vibrant and Prosperous Economy: Museums contribute to tourism, local business activity, and cultural vitality. A more collaborative and stable framework strengthens their role in economic development.

Accountable and Transparent Governance: The agreement reinforces transparency through annual reporting, financial audits, and public recognition of municipal support.

PUBLIC ENGAGEMENT

The Project Team will consult with the Museum boards throughout the process, sharing updates and gathering feedback on proposed changes.

To broaden community input, the Project Team may also develop a community survey to gather public perspectives on museum services, accessibility, and future priorities. This feedback will help ensure the final recommendations reflect both operational needs and community values.

SUMMARY:

The creation of a Project Team is not only a continuation of past efforts but a necessary evolution in how the Municipality partners with cultural institutions. While the Municipality recognizes and values the important contributions museums make to heritage preservation, education, and community engagement, continued financial support is conditional. Museums must demonstrate a clear commitment to working together, operating transparently, and aligning with municipal priorities. The expectation of automatic funding increases—without oversight or accountability—is no longer sustainable.

The Project Team will play a critical role in shaping the future of museum support in Mississippi Mills. Its work must result in a unified framework that addresses long-standing gaps in governance, staffing, and financial clarity.

Ultimately, this report sets the stage for a more equitable, efficient, and accountable partnership. Museums that embrace this direction will be well-positioned to continue receiving municipal support. Those that do not may risk losing it.

Respectfully submitted by,

Ken Kelly,
CAO

ATTACHMENTS:

Appendix A: Notable Comparisons of Mississippi Mills Museums (Ownership, Insurance, Maintenance)

Appendix B: Sagum Report Summary (2015)

Notable Comparisons of Mississippi Mills Museums (Ownership, Insurance, Maintenance)

	Ownership	Taxes	Snow Removal	Grass Cutting	Insurance
MOK Museums	Museum Collects are owned but the R Tait Museums Associaltion. Building belongs to the CA	Pays MM *$4493 (2023 number)*	Covers own costs	Covers own costs	MM does not provide insurance
NLRM	MM owns the land the Museum sits on. The North Lanark Historic Society owns the building (it was donated) and the collections	Does not pay taxes	Municipality does all grass cutting – no charge	Municipality does snow removal – no charge	-MM covers building insurance. -NLHS maintains liability and managers liability insurance
MVTM	In 1997 MVTM purchased the building and property from The Town for $229,000.00 If the museum goes bankrupt of closes the property reverts back to the town.	Does not pay taxes	Pays contractor apro.x $7,500 for snow removal and	Spends aprox $305 annual for grass cutting	-MM covers building insurance. -MVTM maintains liability and managers liability insurance Payment of the annual insurance policy premiums for the MVTM property by The Town guarantees the Town will have a building of value in the event of catastrophic damage regardless of the financial position of the MVTM.

Toward Sustainability for Mississippi Mills Museums

FINAL REPORT

April 27, 2015

Prepared by:
Kristi Farrier
Sagum Corporation

Executive Summary

Mississippi Mills has four community museums: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). A recent review of these museums resulted in the development of:

- *Mississippi Mills Museum Profiles,* a document providing an overview of the current status of each of the four museums; and
- *Toward Sustainability for Mississippi Mills Museums,* a report summarizing issues faced by local community museums, presenting data on recent academic thinking and approaches with respect to museum sustainability, and recommending actions on how local community museums can move toward sustainability.

The project methodology included consultations with staff and board members from the four local museums and as well as with staff from the Town of Mississippi Mills. Financial, planning and other administrative documents from the museums were reviewed. Recent academic literature, government reports and other documents related to museum sustainability were also reviewed. Discussions with four other Ontario museums provided additional insights on addressing sustainability challenges.

While each local museum has its unique strengths, they share several sustainability challenges including: limited staffing; lower than average staff compensation levels; limited time and resources to develop innovative and participative programming and to manage collections; lack of collection storage space; and financial constraints compounded by lower than average municipal funding. In fact, cultural spending by the Town of Mississippi Mills is below both national and provincial averages.

An analysis of consultation input, together with literature and document reviews, point to the need for museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate resources; and 4) take individual action in the face of sustainability challenges. Specific recommended actions in these areas include:

#1 – Rethink the Role of Museums and How to Engage People
#2 - Tell a Complete Story of Mississippi Mills
#3 – Increase and Formalize Joint Actions and Initiatives
#4 - Improve Collections Management
#5 - Create a Shared Pool of Museum Staff
#6 - Establish Formal Funding Agreements
#7 - Increase Municipal Funding to Museums
#8 - Develop Capital Investment Plans
#9 - Strengthen Museum Organizations From the Inside Out

NOTES:

1. Information included in this report on the four museums has been provided by museum representatives or taken from official museum documents. Opportunities were provided to museum organizations to review and verify the information. As well, information and data related to the Town of Mississippi Mills was provided by Town staff or taken from official Town of Mississippi Mills documents. Town staff were provided with the opportunity to verify the information included in the report.

2. Recommendations were developed based on information gathered between the beginning of February 2015 and the end of March 2015. Any changes in the status of museums after the end of March 2015 (e.g., changes in staffing levels) are not reflected in this report or the accompanying recommendations.

3. Financial data is based on 2014 museum budgets with the exception of the RTMMM which provided detailed financial information for 2013. No 2015 core or capital funding contributions from the Town of Mississippi Mills to museums is included in this report.

4. The following individuals participated in consultations that informed the development of this report and recommendations.

Stephanie Kolsters - R. Tait Memorial Museum (Mill of Kintail)
Michael Rikley-Lancaster - Mississippi Valley Textile Museum
Kathy Priddle - Mississippi Valley Textile Museum
Sarah Chisholm – North Lanark Regional Museum
Doreen Wilson – North Lanark Regional Museum
Ed Wilson – North Lanark Regional Museum
Kathy Stewart – James Naismith Museum
Clem Pelot – James Naismith Museum
Tiffany MacLaren – Town of Mississippi Mills
Diane Smithson – Town of Mississippi Mills
Rhonda Whitmarsh – Town of Mississippi Mills
Anne Shropshire – Railway Museum of Eastern Ontario
Cathy Molloy – Markham Museum
Henriette Riegel – Diefenbunker
Shane Edwards – Carleton Place and Beckwith District Museum
Marilyn Snedden – Pakenham “pop-up” museum collection

Contents

Part I: Background

Purpose and Methodology

This report was commissioned by the four Mississippi Mills museums with support from the Town of Mississippi Mills. The four museums include: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). This report summarizes issues faced by local community museums, presents recent thinking and current approaches with respect to museum sustainability, and recommends actions on how local community museums can move toward sustainability. The document *Mississippi Mills Museum Profiles* provides an overview of the current status of each of the four local museums and should be read as background to this report.

The methodology for this project included consultations with staff and board members from the four museums of Mississippi Mills and staff from the Town of Mississippi Mills. Financial and planning reports as well as other administrative documents provided by each museum were reviewed. Recent academic literature on museum sustainability and other related documents such as museum sustainability plans from Ontario municipalities, museum association publications and other related government reports and surveys were reviewed. Additional discussions were undertaken with four other Ontario museums (the Railway Museum of Eastern Ontario, the Diefenbunker, the Carleton Place and Beckwith Museum and the Markham Museum) to gain additional perspectives on addressing sustainability challenges.

Introduction

Cultural heritage is a collective resource. Heritage artifacts and stories are often a source of pride in communities and contribute to a sense of identity, belonging, and understanding of a place and its culture. They are also valuable resources that invite learning, questioning and reflection.

Museums play a key role in collecting, preserving and sharing cultural heritage and are a large part of Canadian culture. In 2010, 13.4 million Canadians, representing nearly half the population (47.8%), visited a museum (Hill Strategies Research Inc., 2012).

A museum is defined as "a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. (International Council of Museums, 2007).

Museums fill many roles and make many contributions to communities and society. In their most traditional role, they function as public trusts that collect, preserve, and share artifacts and stories of our heritage in a professional and ethical manner.

They undertake research and educate citizens on our history and heritage, which leads to learning and understanding. By linking the past to the present, museums provide opportunities to translate lessons of the past into solutions for the future.

Museums make direct contributions to the economy through jobs for trained museum professionals and skill development opportunities for volunteers and students. They function as tourism destinations, and can be significant drivers of cultural tourism in communities. Museums are also part of vibrant local cultural scenes that attract individuals and businesses to settle in a community. As well, museums are beginning to offer business type services within communities. (e.g., space rental, workshops).

The social contributions of museums to communities and society are significant and are emerging as increasingly important in facilitating understanding among community members and building community cohesion. Through museums we celebrate our heritage, and museums provide entertainment and special event opportunities. Through exhibits, education and outreach programming, museums can give voice to traditionally silenced or marginalized groups in society, as well as provide neutral ground for addressing contemporary social/political issues. Museums can also facilitate collective transition or grieving within a community (i.e., through the interpretation of a loss of a way of life/industry or of tragic events). They function as gathering places for community and as safe public indoor spaces (indoor versions of parks), and more and more frequently, museums are becoming sites for community social programming and service delivery.

Mississippi Mills Museums

Mississippi Mills is a community with a population of 12, 385 (Statistics Canada, 2011) and consisting of rural lands, small villages (Pakenham, Blakeney, Clayton and Appleton) and the urban centre of Almonte. The 2014 municipal budget for the Town of Mississippi Mills was $13.5 million. That the citizens of Mississippi Mills value culture is demonstrated through the community's many festivals, events, artists, and the fact that there are four local non-profit museums. However, consultations with museum staff and board members, as well as with staff of the Town of Mississippi Mills staff, pointed to numerous challenges for the local community museums.

- Museums of Mississippi Mills receive lower than average levels of municipal funding compared to national and provincial averages of support to heritage institutions
- Municipal funding support representing different proportions of local museum operating budgets creates tension in the museum community through both real and perceived inequity, causes distrust, and hinders collaboration.
- Compensation for full-time staff positions at Mississippi Mills museums tend to be below national and provincial averages.

- Limited municipal funding results in museum staff expending significant efforts to self-generate revenue and limiting time available for engaging users, developing exhibitions, programming and outreach, and researching and managing collections.
- Significant competition for fundraising dollars exists between museums and with the many other non-profit organizations in the local community.
- Museums have little to no reserve funds for matching grants, dealing with emergencies, or for taking advantage of opportunities.
- No overarching vision exists for museums in Mississippi Mills lead by either the Town of Mississippi Mills or by the museums as a united group.
- Gaps and overlaps in museum mandates and themes results in a lack of an integrated and comprehensive presentation of the history of Mississippi Mills.
- Museums are functioning with limited full-time staff.
- Although there are some, collaborative initiatives between museums are limited.
- Collections storage space for all museums is at capacity.
- Local museum access is limited during the winter months as the MVTM is the only local museum is currently open for regular hours year round. As well, the MVTM is also the only museum that has direct access and can accessed by foot from the downtown core of Almonte, the urban centre of Mississippi Mills. The NLRM and RTMMM (with the co-located JNM) have the benefit of larger grounds in rural areas of the community that serve as attractions and venues for associated outdoor programming; however the need exists for transportation to access these sites.

Town of Mississippi Mills Support for Museums

The Town of Mississippi Mills supports local museums through policy positions, in-kind services, contributions to annual operating budgets and, in some cases, periodic capital funding. However, the degree of municipal support varies from museum to museum and is based, to a large degree on an evolution of relationships and circumstances of each museum over time, as opposed to a deliberate and specific vision for museum funding by the municipality.

Policy Position Toward Local Museums

Local museums have been a matter of consideration for the Town of Mississippi Mills since at least 2005 when the Town Council struck a Museums Rationalization Committee. This committee produced the 2006 *Report of the Museums Rationalization Committee* which included recommendations to: resolve issues with respect to the James Naismith Museum; build capacity within museum organizations, increase collaboration between museums; to gather information on museum funding in the region; and develop broader heritage strategies for the municipality. Following the report, the James Naismith Museum moved out of the Old Town Hall to its eventual current co-location with the R. Tait McKenzie Memorial Museum. However, the degree to which other recommendations were actioned is unclear.

In 2011, following lobbying by local museums, the Town of Mississippi Mills agreed to make funding to all museums part of on-going core budget funding (as opposed to part of the municipal grant process). Funding levels were set at $5000 for the JNM, NLRM, and RTMMM, and $40,000 for the MVTM, and it was agreed that funding would be annually adjusted in accordance with the rate of inflation (as budgets allowed). 2011 Council motions (see Appendix A) also included various funding conditions and required annual reporting on: attendance from local and out of town visitors; the amount of fees collected; quality (meaning financially determined value) of the museum collection; amount of money fundraised; and whether museums applied and received CMOG grant funding and if so, the amount of grant funds received. The degree to which the funding conditions and reporting criteria have been adhered to since 2011 is unclear as no formally documented funding agreements exist between the Town and the museums.

The 2014 Town of Mississippi Mills Cultural Plan demonstrated continued interest and support of culture by the municipality. The Cultural Plan emphasized the importance of museums in the community and the need to present both urban and rural local history and heritage. The Cultural Plan also made specific reference to both the role of the MVTM and NLRM in sharing local history (Miller Dickinson Blais, 2014)

Notwithstanding the demonstrated recognition of the importance of museums through various municipal policy positions and actions, the Town of Mississippi Mills lacks an overarching vision or explicit objective statement with respect to community museums.

In-Kind Support for Local Museums

The Town of Mississippi Mills provides in-kind services to museums, including:

- Inclusion of museums in promotional campaigns (All museums)
- Highway tourism signage (All museums)
- Property tax waivers (NLRM; MVTM)
- Building Insurance (NLRM; MVTM)
- Some grounds maintenance (NLRM)

Direct Funding to Local Museums

The table below shows Town of Mississippi Mills museum funding from 2008 to 2015.

Year	JNM	MVTM	NLRM	RTMMM	Total
2008	2,500	35,000	5,000*	5,000	47,500
2009	2,000	35,000	3,000	5,000	45,000
2010	5,000	35,000	3.500	3,100	46,600
2011	5,000	37,500	5,000	5,000	52,500
2012	5,125	38,450	5,125	5,125	53,825
2013	5.250	39,219	5,250	5,250	54,969
2014	5,355	40,000	5,355	5,355	56,065
2015 Proposed	5,410	40,400	5,410	5,410	56,630

*In 2008, the Town of Mississippi Mills provided and additional $5,200 to NLRM for emergency property maintenance.

Although not direct funding, the Town of Mississippi Mills also has a Municipal Heritage Property Tax Refund Program and a Heritage Property Grant Program to which eligible museums can apply.

NOTE ON COMPARATIVE DATA:

National and provincial level comparisons are provided in this report as comprehensive and detailed data related to cultural spending for smaller municipalities is not readily available.

Equally, little comprehensive and detailed data is published on municipal funding specifically to museums. However, it should be noted that the Ontario Museum Association is currently undertaking a museum sustainability project that includes gathering data on museum budgets. As such more detailed and accurate comparisons should be possible in the future. (The Director-Curator of the MVTM is part of the provincial committee coordinating this study.)

CULTURAL SPENDING AND SOURCES OF MUSEUM OPERATING FUNDS

Municipal funding is critical for the operation of local museums and enables museums to leverage additional funding from provincial and federal governments, and from foundations, corporations, and private donors. However, the following data demonstrates that the Town of Mississippi Mills cultural funding is somewhat low in comparison to total cultural spending by other municipalities, and significantly lower than other municipalities with respect to the proportion of municipal funding making up community museums operating budgets.

Total cultural spending by the Town of Mississippi Mills in 2014 equaled to $769,197, or $62 per capita. This figure factors in cultural spending as follows: $14,715 - Heritage Committee; $38,000 - Other Cultural; $20,950 - Events Almonte; $34,850 - Events Pakenham; $56,065 - Museums; $125,000 - Estimated Related Salary/Benefits; and $479,617 - Library.
In 2009, the national average for municipal cultural spending (including libraries) was $87 per capita and in Ontario average municipal spending on culture was $92 per capita (Statistics Canada, 2013). Five years later, at $62 per capita, Town of Mississippi Mills cultural spending is lower than both the2009 national and provincial averages.

Town of Mississippi Mills spending on libraries alone equaled 62% of total cultural spending or $38.50 per capita. In turn, spending on all other cultural activities (excluding libraries) equaled 38% of total cultural spending or $23.50 per capita. Spending on museums represented only 7% of total cultural spending or $4.53 per capita.

2009 cultural investments (excluding libraries) by five Canadian big cities demonstrated an average big city cultural investment equaling $35 per capita and the following individual city per capita levels of cultural spending: Montréal - $55 per capita; Vancouver - $47 per capita; Calgary - $42 per capita; Ottawa - $28 per capita; and Toronto - $19 per capita (Hill Strategies Research Inc., 2012).

At $23 per capita, current Town of Mississippi Mills cultural spending (excluding libraries) was lower than average big city cultural spending, and all individual city per capita spending with the exception of Toronto.

SOURCES OF MUSEUM REVENUES

In 2011, Canadian heritage institutions received 50% of operating revenues from government, 35% from earned revenues and 14% from the private sector (e.g., donations, sponsorship, etc.) (Canadian Heritage, 2014). Similarly, 2008 research into the sustainability of Ontario's community museums demonstrated that, on average, for museums receiving the provincial Community Museum Operating Grant (CMOG), 51% of funding was received from municipalities (Ontarion Museum Association, 2008).

The chart below demonstrates that on average, in recent years, Ottawa community museums received 50% or more of operating revenues from the City of Ottawa. It should be noted that in 2005 the City of Ottawa developed and implemented a Museum Sustainability Plan that included increased operating and capital funding of community museums (City of Ottawa, 2005).

% Operating Revenue from Various Sources for City of Ottawa Community Museums

		Source of Operating Funds			
# of Museums	**Year**	**City of Ottawa**	**Earned**	**Private**	**Other Government**
8	2008	57.56%	18.17%	6.01%	18.26%
8	2009	64.81%	17.86%	4.65%	12.68%
7	2010	56.36%	5.23%	5.23%	33.18%
7	2011	57.51%	19.34	4.90%	18.25%
6	2012	50.72%	21.35%	9.13%	18.80%
Note: The Diefenbunker receives about 25% of its total operating revenue from the City of Ottawa with about 70% earned. This outlier brings the average percent of funding received down considerably. As such, it is likely that some museums received closer to 60% of operating funding from the City of Ottawa.					

In comparison, the chart below shows that the Town of Mississippi Mills contributes significantly less than 50% of operating funds to local community museums with support ranging from 2% to 18% of local museum operating budgets in 2014.

Note: Although the Town of Mississippi Mills only contributed 2% to the RTMMM, the RTMMM received 74% of its funding through municipal levy on 11 municipalities within the Mississippi Valley Conservation Area (MVCA) watersheds. Although, the RTMMM does not face the same challenges with respect to a low percentage of municipal funding, nonetheless, the museum has faced internal budget cuts in recent years and sustainability challenges.

Operating Revenue of Mississippi Mills Museums***

		Core/Permanent Funding				Self-Generated and Applied For Funding											
		All Core/Permanent Funding				Total Self Generated and Applied For		Other Government Revenue (Require successful completion applications)						Self-Generated Revenue			
Museum	2014 Operating Budget	ToMM Line Funds	% of Total	Other Municipal Levy	% of Total	All Self-Generated	% of Total	Provincial Grants	% of Total	Federal Grants	% of Total	Other Grants	% of Total	Other Self-Generated	% of Total	Admission Fees	% of Total
JNM*	33,414	5,250	16%	-	0%	28,164	84%	-	0%	7,577	23%	-	0%	20,587	61%	-	0%
MVTM	216,956	40,000	18%	-	0%	176,956	82%	27,952	13%	9,000	4%	4,096	2%	128,678	60%	7,230	3%
NLRM*	83,780	5,355	6%	-	0%	78,425	94%	42,090	50%	17,090	20%	105	<1%	18,210	22%	930	1%
TOTAL/ AVG	334,150	50,605	15%	-	0%	283,545	85%	70,042	21%	33,667	10%	4,201	1%	167,475	51%	8,160	2%
R. Tait**	236,756	5,088	2%	175,364	74%	56,304	24%	13,445	6%	-	0%	-	0%	36,149	15%	6,710	3%
TOTAL/ AVG	570,906	55,693	10%	175,364	31%	339,849	60%	83,487	15%	33,667	6%	4,201	<1%	203,624	36%	14,870	3%

*JNM figures reflect the 2013 contribution from the Town of Mississippi Mills because the JNBF recently changed fiscal years and 2014 funding from the Town of Mississippi Mills is included in the current fiscal year Jun/14 to May/15 to cover off the 2014 museum season.
**RTMMM figures are based the 2013 operating budget.
***Percentages may not equal exactly 100 due to rounding.

VOLUNTEERS

It should also be noted that Mississippi Mills museums have high levels of volunteer commitment. Data from the 2011 Government of Canada Survey of Heritage Institutions indicated that volunteers typically outnumbered staff members by about a three-to-one ratio in heritage organizations (Canadian Heritage, 2014). With respect to the museums of Mississippi Mills, the ratio is significantly higher, ranging from ten volunteers to one employee, and up, even with temporary staff included.

MUSEUM STAFF COMPENSATION

The chart below shows 2011 average salaries for three position types that are most similar to the full-time positions found in museums of Mississippi Mills. These positions include Curator-Director; Educator and Administrative Assistant. (Descriptions for the museum positions can be found in Appendix B - Position Descriptions.)

Excerpt of Findings from the CMA 2011 National Compensation Survey Results			
Annual Base Salary (By Various Criteria)			
	Director-Curator	**Administrative Assistant**	**Educator**
National	$68,559	$38,111	$41,944
Regional - Ontario	$77,922	$38,620	$58,899
Annual Organization Budget			
under $100,000	$44,819	$31,620	$33,352
$100,000 - $499,999	$54,739	41,734	$41,941
1-3 Full-time Employees	$48,284	no data avail.	no data avail.
Institution Type -Community Museum	$59,516	$38,429	$46,888
Governing Body			
Provincial	$109,642	$46,970	$51,931
Municipal	$77,144	$40,123	no data avail.
Incorporated body	$50,652	$31,755	$36,054
Other	$49,901	no data avial.	no data avail.

In comparison, data below on current salaries/salary ranges for full-time museum staff at Mississippi Mills museums indicates that compensation levels, in almost all cases, is lower than averages identified in the 2011 CMA report.

Full-Time Employee Compensation Levels for Mississippi Mills Museums				
Museum	Position	Full-Time Staff Compensation	# Full-Time Employees	Operating Budget
JNM	N/A	N/A	0	$33,414
MVTM	Director/Curator	$47,500	2	$207,475
MVTM	Administrative Assistant	$33,300	2	$207,475
NLRM	Project Coordinator	$32,400	1	$83,780
RTMMM	Manager/Curator	$42,633 - $53,291	1	$236,756

2014 data from the Lanark County Museums Network further demonstrates the trend of lower than average compensation levels for museum staff in Lanark County.

Full-Time Employee Compensation Levels for Other Museums in Lanark County	
Other Lanark County Museums	Full-Time Staff Compensation
Archives Lanark	$0
Carleton Place and Beckwith Heritage Museum	$40,000
Hall of Remembrance	$0
Heritage House Museum	data not provided
Lanark and District Museum	data not provided
Middleville Museum	$0
Railway Museum of Eastern Ontario	$40,000

PART II: RECOMMENDATIONS FOR SUSTAINABILITY

In consultations with local museum representatives, participants most often referenced the need for more resources (human and financial) as the solution to museum sustainability challenges. While resources are key, sustainability also requires adaptability, flexibility and a strong base of community support.

Addressing sustainability challenges will require museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate Resources; and 4) take individual action. Recommendations in these areas include:

#1 – Rethink the Role of Museums and How to Engage People
#2 - Tell a Complete Story of Mississippi Mills
#3 – Increase and Formalize Joint Actions and Initiatives
#4 - Improve Collections Management
#5 - Create a Shared Pool of Museum Staff
#6 - Establish Formal Funding Agreements
#7 - Increase Municipal Funding to Museums
#8 - Develop Capital Investment Plans
#9 - Strengthen Museum Organizations From the Inside Out

BE RELEVANT

"Learn what the community needs and fit the museum to those needs."
John Dana Cotton, Founder of the Newark Museum established in 1909

A great deal of time is spent focusing on financial resources of museums while an equally critical element of long term sustainability is museum relevance within the community. If what a museum is collecting, preserving and presenting, and how it is being shared does not matter to people then long term sustainability will be limited.

Museums are relevant when the museum experience engages people and creates a connection to things that are meaningful in a person's life. Contemporary thinking on museum sustainability emphasizes rethinking and expanding the traditional roles of museums which in turn provides opportunities for museums to contribute to community building. Museums are being encouraged to "...reconsider [their] direct relationship with [their] community" and to become facilitators of civic dialogue through a "shift from solely disseminating information to encouraging purposeful exchange around civic issues (Schaffer Bacon, Korza, & Williams, 2002).

Museums can increase their relevance in communities by becoming more like "piazzas" - open public gathering spaces within communities that are used on a regular basis for both formal and informal activities - as opposed to "stadium" type venues that primarily remain empty other than when a special event or exhibit is on display (Friedman, 2007) (Bradburne, 2001).

Getting people to feel welcome, and eager to spend time in museums, also involves shifting from the idea of museum “visitors” to museum “users” as using something implies direct and active engagement (Bradburne, 2001). Reorienting the purpose and vision of a museum to create connections with people means developing participative experiences that invite interaction with the artifacts and stories collected, preserved and shared by museums and that put people in positions of “active agents” rather than “passive beneficiaries” (Carter, Castle, & Soren, 2011) . Participative programming will deepen connections with the heritage and ideas the museum is sharing. This connection will increase museum relevance and support within the community (Simon, 2012).

In this respect, however, a lack of contemporary elements in a museum collection can be a barrier to attracting new museum users because traditional collections may not represent groups or issues that have been overlooked or marginalized in the past (Smith, 2012). As a result, contemporary audiences simply may not be able to relate to traditional collections and therefore be unable to develop any connection the museum. Invigorating and re-inventing existing exhibits with the introduction of related contemporary artifacts or linking existing collections to contemporary issues and ideas can facilitate broader engagement with new groups of museum users.

Finally, while working to address community needs through innovative programming and engagement opportunities will increase museum relevance, it can at the same time, be an effective strategy for gaining financial support from non-traditional foundations and granting agencies that focus on meeting social needs (Heumann Gurian, 2001).

Recommendation #1 – Rethink the Role of Museums and How to Engage People

It is recommended that:

- People and their experiences be put at the centre of visioning, planning and programming for museums. Museum boards must lead in this paradigm shift and move beyond entrenched ideas and methods. They must ask the hard questions about current mandates. Are the themes important today? Are the artifacts and stories relevant? How do themes, artifacts and stories connect to contemporary society?
- Museum boards and staff determine the roles a museum can fulfill, ranging from the traditional roles of collecting, preserving and sharing heritage to more contemporary roles as agents of social change. Where each museum lands on this spectrum will be influenced by organizational culture, mandates and themes, location, resources and partnerships.
- Museum boards and staff examine how museum collections, stories and spaces can be used to create connections for museum users and develop programming that invites active participation and results in meaningful experiences.
- The Town of Mississippi Mills determine the roles it envisages museums playing within the community. This exercise would ideally be pursued through dialogue

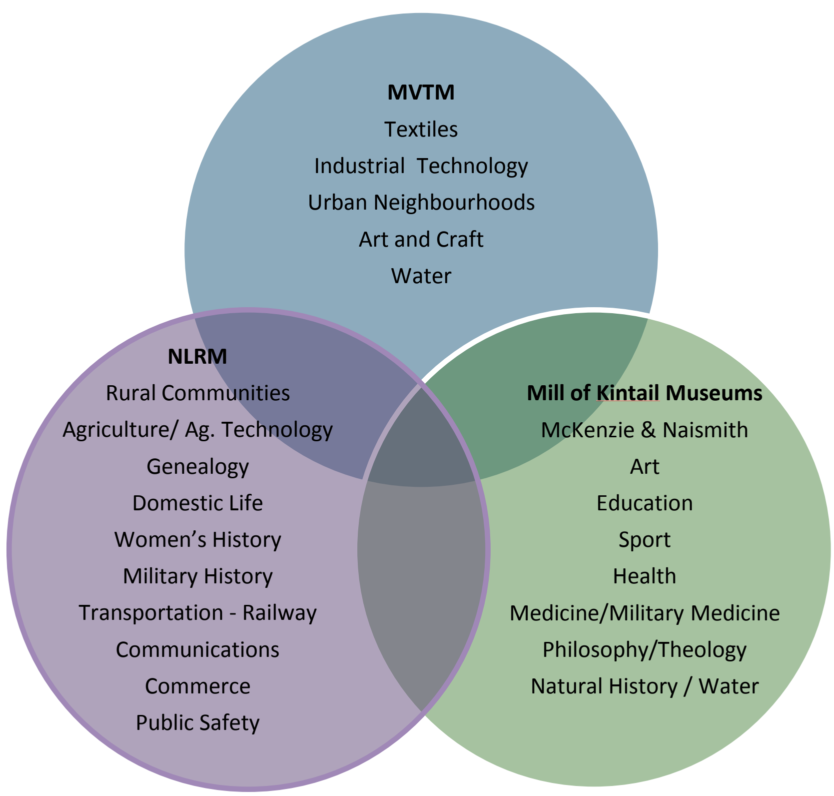
with museum organizations and could form the basis of a municipal museums strategy to guide Town Council and staff in decision-making related to museums.

Recommendation #2 – Tell The Complete Story of Mississippi Mills

It is recommended that:

- The four museums work with the Town of Mississippi Mills to identify and address gaps and overlaps in the themes and stories currently presented by the museums to ensure a holistic representation of the history of Mississippi Mills. This would involve museums building on elements of existing programming themes or introducing new themes that have natural links to their existing mandates. [This approach was effectively used by the cities of Ottawa and Brantford in their Museum Sustainability Plans (City of Ottawa, 2005) (City of Brantford, 2007).]
- The museums identify together how ways to engage individuals in the community that have artifact collections that might help tell parts of the story of Mississippi Mills and who may be willing to exhibit these artifacts on a temporary basis.
- Proposed themes be considered to build on or link to existing museum mandates. The themes could be adopted as is or serve as a springboard for discussion of this approach.

Potential Model of Expanded Themes



Collaborate and Partner Up

Collaboration, or working together, is a tide that can “raise all boats together” through common approaches and promotion of shared interests. Collaboration, however, cannot be forced. It must stem from understanding, trust, and common ground that stems from on-going communication and open information sharing.

Building on collaboration, partnerships even more effectively address sustainability issues through formalized relationships that focus on achieving specific mutual objectives or undertaking specific initiatives based on clearly identified roles, responsibilities and expectations. Partnerships have, in fact been highlighted as the first element in determining an non-profit organization’s capacity to respond to sustainability challenges (Centre for Research and Education in Human Services and Social Planning Council of Cambridge and North Dumfries, 2004).

Through collaboration and partnering financial and human resources can be leveraged and create results that would not be possible alone. Funders favor collaborative efforts and partnership because more areas of need are addressed and service duplication can be limited.

Recommendation #3 – Increase and Formalize Joint Actions and Initiatives

It is recommended that:

- The four Mississippi Mills museums collaborate as the Mississippi Mills Museums Network (MMMN) to work together on joint initiatives at both staff and board levels of museums (e.g., board to board engagement; staff to staff training and development for both full-time and summer staff; sharing of policies/procedures and collections management approaches; development of joint temporary exhibits and a portable multi-museum exhibit that could be set up at various events).
- As well, through the MMMN,
    - museums access and/or join other collaborative initiatives to take advantage of information sharing, communications and training opportunities and to broaden the overall web of social capital for museums. For example, connecting with existing Mississippi Mills Festivals Consortium will strengthen the overall community cultural network;
    - museums investigate opportunities to work with local libraries and archives organizations;
    - museums develop joint grant applications (e.g., the celebration of Canada’s 150th anniversary in 2017 may include opportunities to access cultural legacy funding grants);
    - museums work together to develop a local tourism package centered on the four museum experiences (e.g., museums passport project); and
    - museums work together, and potentially with other culture and heritage organizations, to generate innovative joint revenue approaches (e.g., such Toronto’s BeautifulCity initiative (BeautifulCity.ca) where the Arts community successfully lobbied to have a charge on billboards go toward funding for art in the public sphere).

- The Town of Mississippi Mills provide matching funds up to $5000 annually to the MMMN in support of joint initiatives. This municipal funding would be matched collectively through contributions from each museum.
- Museums work together to “extend the operating season” and increase public access to the collections of the NLRM, JNM and RTMMM by having MVTM host jointly curated temporary exhibits from these collections during the winter months when the NLRM, JNM, and RTMMM are closed or have limited public hours.
- The Town of Mississippi Mills Cultural Coordinator reinitiate regular joint meetings with museums representatives.
- Museums work with the Town of Mississippi Mills to take advantage of continued joint marketing efforts that include museums and to participate in Town coordinated volunteer recruitment initiatives.
- The Town of Mississippi Mills take a lead role in hosting an annual roundtable or summit of museums and other cultural/heritage organizations in the community to facilitate information sharing and encourage idea generation and action implementation strategies to advance cultural activities in Mississippi Mills.

Recommendation #4 – Improve Collections Management

It is recommended that:

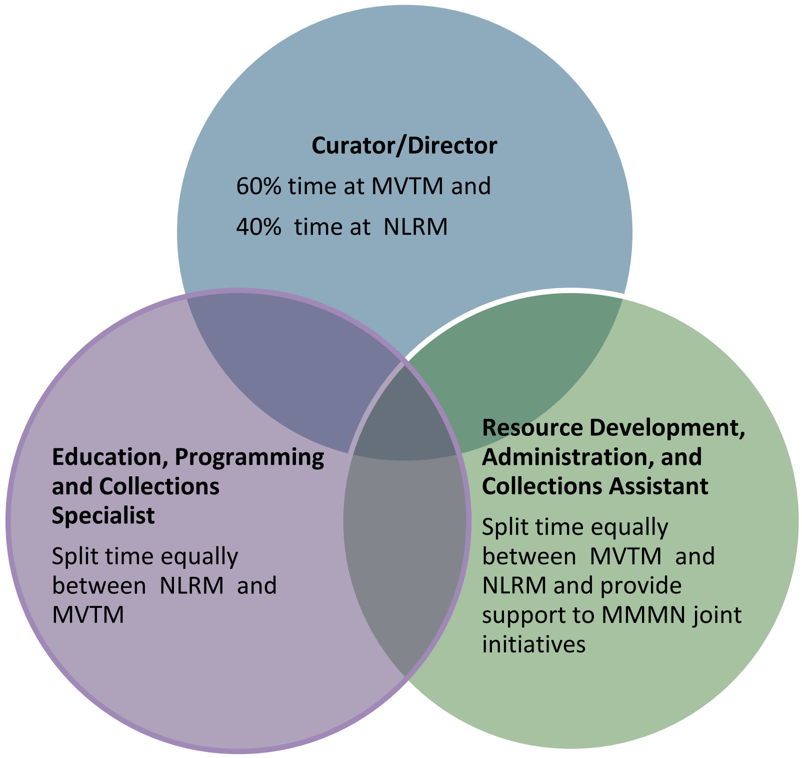
- The four Mississippi Mills museums establish a joint acquisitions committee that would meet periodically to share information on acquisitions and work together to determine the best location for artifacts in order to reduce overlap in collections.
- The museums determine if there is any existing available storage space that could be shared.
- In the longer term, museums investigate the possibility of an off-site shared location for collections storage and processing of artifacts. Private and corporate partners and sponsors should be sought out for such an undertaking (e.g., an existing business warehouse that could be retrofitted). A joint capital fundraising campaign should be considered. The development of a business case for such an undertaking would position museums to be ready to apply for possible infrastructure funding that may come available in the future.

Recommendation #5 - Create a Pool of Shared Museum Staff

It is recommended that:

- A pool of shared full-time museum staff be created within the following parameters:
    - MVTM and NLRM have a full-time staff to enable CMOG eligibility
    - MVTM and NLRM be responsible for staffing the respective positions
    - The shared museum staff would also provide support to RTMMM and JNM through MM Museum Network collaborative initiatives.
- A potential model of shared full-time museum staff is presented below. The proposed model could be adopted as presented or could serve as a springboard for discussion of this approach and to determine the most appropriate complement of skills and positions to meet the combined needs of the museums.

Potential Model of Shared Museum Staff



Secure Adequate Resources

In 2011, staff compensation, at 43% of all expenditures, accounted for the largest area of expenditure in heritage organizations (Canadian Heritage, 2014). Adequate compensation is a key element in recruiting and retaining trained, professional museum staff. Competent and committed staff are key to the success of museums. They are essential for the development of effective participative programming, engaging exhibits, and sound collections and organizational management. In addition to human resources, capital resources are critical for on-going maintenance and upgrades to museum real property.

Recommendation #6 – Establish Formal Funding Agreements

It is recommended that:

- Formal funding agreements be established between the Town of Mississippi Mills and individual museums to outline financial contributions and in-kind services from the municipality and identify specific objectives and performance measures. These agreements would increase the transparency of the funding process and provide an accountability mechanism to the municipality and ultimately to tax payers
- Funding agreements have multi-year terms (e.g., three years) and involve annual reporting to the municipality followed by a thorough review and evaluation of

performance against set objectives at the end of the set term. A multi-year approach will enable longer-term planning for museums and enable museums to leverage other multi-year funding grants and partnerships.

- A condition of multi-year agreements be that museums must demonstrate that future oriented strategic and operational planning has taken place and that a clear direction for the museum exist for the next three to five years exists.
- Annual reporting processes and standards for performance measures be defined to better enable year over year comparisons for individual museums as well as comparisons between museums.
- The Town of Mississippi Mills expand the performance measures for museums beyond financial impacts and attendance figures as identified in the 2011 funding conditions passed by Council. Measures of success for museums should also include information on programming, education initiatives, collection condition (versus monetary value of the collection), and community engagement or community building.

RECOMMENDATION #7 – INCREASE FUNDING TO MUSEUMS

It is recommended that:

- For local museums currently receiving less than 50% of operating funds from any municipal sources,
    - the Town of Mississippi Mills increase core funding, to a minimum of 33% and a maximum of 50% of each museum's 2014 operating budget, for a period of three years. These funds would be directed to meeting sustainability challenges through developing participative programming, engaging exhibits, ensuring sound collections and organizational management, and through elevating staff compensation to be on par with average Ontario compensation levels for museum staff.
    - increased funding levels (between 33% and 50% of current operating budgets) for three years, be determined based on the existence of museum strategic and operational plans and the development of a costed, three year sustainability plan outlining specific actions to be achieved.
    - the Town of Mississippi Mills, after three years of increased funding, continue on-going museum funding at no less than 33% of 2014 museum operating budgets adjusted for inflation.
- Museums, through the MMMN, and the Town of Mississippi Mills, through Council representatives on the Board of the MVCA, lobby for the MVCA to increase compensation for the Mill of Kintail Museum Manager position to be on par with average Ontario compensation levels.

RECOMMENDATION #8 – DEVELOP CAPITAL INVESTMENT PLANS

It is recommended that:

- Museums operating museum buildings develop long term, costed capital investment plans for their museum buildings, including all real property plans such as, sale, relocation or additions to buildings.
- Museums, based on capital investment plans, engage in negotiations to develop agreements for capital funding from the Town of Mississippi Mills based on the municipality matching funds (dollar for dollar) that are fundraised by a museum for capital projects.
- Town of Mississippi Mills adopt a policy to waive building permits for museum capital projects.

Take Individual Action

In addition to efforts to increase relevance, to collaborate and form partnership, and to secure adequate resources, museum organizations can take many individual actions address sustainability challenges.

Recommendations #9 –Strengthen Museum Organizations the Inside Out

It is recommended that:

- Museums develop and/or maintain a strong volunteer base through active recruitment and recognitions activities including engaging youth as volunteers
- Museums identify key organizations, businesses and institutions with shared objectives and seek to develop partnerships.
- Museums ensure branding and marketing communicates clear and consistent messages and information about the museum.
- Museums continue to meet or strive to meet standards and requirements and apply for the Ontario Community Museums Operating Grant.
- Employ diverse fundraising approaches including, but not limited to, membership programs, corporate sponsorship, establishing foundations, bequest programs, on-line crowd source funding, and special events.
- Museums use facilities to generate revenue (e.g., room rental, workshops, weddings, gift shops, sale of unique/related products)
- Museums develop sustainability plans guided by recommendations in this report.

Part III: Conclusion

The role of museums in contemporary society is evolving. Museum sustainability is directly tied to changing with the times. This means museums must find ways to actively engage museum users in experiences that will create meaningful connections with heritage collections and stories. Sustainability challenges can also be addressed through greater collaboration and partnering efforts. Adequate resources to attract and retain professional and competent staff and maintain museum real property are also critical and require increased support at the municipal level as well as concerted effort by organizations to take individual actions to generate social capital and additional revenues.

The recommendations presented in this report point to actions that will contribute to ensuring the sustainability of the museums of Mississippi Mills as they firmly establish and maintain their roles as significant and vital contributors to building a vibrant and connected community.

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APPENDIX A: 2011 TOWN OF MISSISSIPPI MILLS RESOLUTIONS REGARDING MUSEUM FUNDING

Mississippi Mills

COUNCIL RESOLUTION

No. 101 -11

March 7, 2011

MOVED BY:

SECONDED BY:

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills consider base funding for museums in 2011 based on the following:

Mississippi Valley Textile Museum	$37,500
R. Tait McKenzie Museum (Mill of Kintail)	5,000
Naismith Museum	5,000
North Lanark Regional Museum	5,000
Total	$52,500

AND FURTHERMORE THAT these amounts be increased by the cost of living percentage established by Statistics Canada for Ontario as at December (subject to the availability of funding each year) except that no cost of living increase be provided to any museums until the Provincial Community Museum Operating Grant (CMOG) criteria have been completed and submitted for the North Lanark Regional Museum and the Naismith Museum or alternatively that an implementation schedule is provided to Council outlining the work still required to meet CMOG standards.

☒ CARRIED ☐ DEFEATED
☐ DEFERRED ☐ TABLED
☐ REFERRED TO: ____________

A Natural Place to Grow

(H3)

Mississippi Mills

COUNCIL RESOLUTION

No. 097 - 11

March 7, 2011

MOVED BY: [signature]

SECONDED BY: [signature]

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills require the four Mississippi Mills Museums to report annually by December 31 each year on the following factors in order to be considered for base funding by the municipality in the following fiscal year:

1. Attendance figures by local and out of town visitors to the museums including the amount of attendance fees collected
2. Quality (value) of the collection which can be reported on in terms of the assed insurance value of the collection or any other means of determining the value of the collection
3. The fundraising capacity of the museum i.e. how much fundraising was completed in the current fiscal year
4. Provincial grant eligibility – has the museum completed the Community Museum Operating Grant application and if so, what amount if any was received in the current fiscal year

☒ **CARRIED** ☐ **DEFEATED**
☐ **DEFERRED** ☐ **TABLED**
☐ **REFERRED TO:** ____________

A Natural Place to Grow

(34)

Appendix B: Position Descriptions

(Excerpt of Findings from the Canadian Museums Association - 2011 National Compensation Survey Results)

Director-Curator (p.59)

Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration /operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public and donor relations, developing and controlling the implementation of curatorial and operational policies and procedures, and coordinating the activities of curatorial and operational staff.

Administrative Assistant (p. 62)

The position responsible for providing administrative support to an individual or group. Scope of responsibilities may include generating memos, agendas and reports, coordinating meetings and travel arrangements, and providing broad administrative support.

Educator (p.65)
The position responsible for coordinating and administering/conducting educational programs. Scope or responsibilities may include planning and teaching program curricula in the museum and /or in the classroom and preparing learning materials for teachers and students.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

QUARTERLY UPDATE

DATE: November 4, 2025

TO: Committee of the Whole

FROM: Kathy Davis, Director of Corporate Services, Treasurer
Cyndy Woods, Human Resources Manager
Dan Cousineau, Facilities and Project Manager

SUBJECT: **Corporate Services Quarterly Report – Q3**

DEPARTMENT HIGHLIGHTS:

Corporate Services:
Major projects for the team this quarter included development of the Performance Measurement system, and continued work on operational efficiency. Staff have introduced a draft internal policy specific to the Corporate Services department to reduce paper and provide guidelines and clarification related to electronic document retention. The SylogistGov implementation kicked off with a projected April 1, 2026 go live date. Proposed Fees and Charges for 2026 were introduced to Council.

Finance:
With the departure of the Deputy Treasurer, the finance team has commendably and very capably managed and maintained all critical functions in payables, receivables, and tax and water. The final stages of the audit were wrapped up, closing the books on 2024. We welcomed Samantha Shamblaw, Deputy Treasurer, to the team on October 14, 2025.

Human Resources:
Human Resources has been busy recruiting key positions to support the HAF initiatives and the replacement of the Deputy Treasurer. Summer Student campaign was successful and the results of their exit interviews revealed positive experiences. We are now shifting to the recruitment of seasonal operators for winter operations. We also conducted our first Employee Engagement Survey with an overall participation rate of 59%, results are being summarized and will be shared when finalized.

Facilities: Q3 saw the completion of the compressor repair/replacement at the Stewart Community Centre, the John Levi Community Centre Arena Condenser replacement. Ground breaking and construction of the new Mississippi Mills Childcare Centre. 9 of 30 Finalized Building Condition Assessment Reports have been received.

Information Technology:

Conversations with the municipality's Managed Service Provider have included planning for fine tuning the municipality's approach to managing diverse departments and programs, software integrations, and finding further efficiencies through technology. The network upgrade project continues and is scheduled to be completed by the end of 2025.

2025 PROJECT UPDATES/PENDING ITEMS:

Corporate Services:
Staff plan to introduce a draft of the Performance Measurement scorecard to management in November, followed by a presentation to Council. The Operational Efficiency and Process Redesign project continues, and through workshops with MNP related to the implementation of SylogistGov we have begun looking more closely at remaining processes and further refinement. The introduction of a new internal policy specific to the Corporate Services department to reduce paper and provide guidelines and clarification related to electronic document retention is also part of this project. The Long Term Financial Plan workplan is in progress.

Finance:
Staff have been working this quarter to follow up on tax arrears, and many residents have contacted us, made catch up payments, and set up payment plans. In our Q4 report we will provide further data for Council's review related to tax arrears and collections. The team has also been working to realign task distribution, to ensure that during the SylogistGov implementation each team member has enough time to invest into system development while continuing to perform their core tasks.

Human Resources:
Employee Handbook (non-union) is finalized and will be rolled out to new and existing employees starting November 1st, 2025. Human Resources Strategic Plan will be shared with SMT on October 15th, 2025, with a plan of sharing the finalized document with Council in November.
Engaging with consultants/providers to develop a leadership program for senior and emerging leaders.

Facilities: We are expecting the remaining Building Condition Assessment Report in October 2025. The site services, footings and foundation are complete at the new Childcare Centre. Refrigeration plants have been turned on for the ice season at both Community Centre. Beginning seasonal switchover maintenance and annual life safety system inspections.

Information Technology:
To better track Information Technology projects that are facilitated by IC360, we have added three projects to the Project Management Office: Bitwarden Password Manager, Network Upgrades, and revisions to the Disaster Recovery Playbook. We will continue to work with IC360 to complete these projects.

KPIs:

Corporate Services:

Grant applications year to date 2025 (compared to full year 2024):

		2024	2025
C.	Applications	25	15
C. 1	Value of Applications	$ 19,255,187	$8,595,030
D.	Approved Applications	13	14
D.1	Value of Approvals	$ 6,072,269	$5,384,267

As of the end of September, the following data was collected related to the Aquatic Reimbursement Fund for 2025:

Location	Q1	Q2	Q3	Q4	**Total**
Arnprior – Nick Smith Centre	$210.00	$90.00	$94.92		**$344.92**
Carleton Place Aquatic Center	$7,355.63	$5,189.10	$4,180.56		**$16,775.29**
Richcraft Recreation Complex	$85.70	$20.43	$0.00		**$106.13**
Total (6 months)	**$7,651.33**	**$5,299.53**	**$4,275.48**		**$17,266.34**

Human Resources:

Digitized the Health and Safety Workplace Inspection form and developed three (3) emergency response procedures (bomb threat, person with a weapon and hostage situation), these were shared with the JOHSC. Progress has been made on updating a number of policies. (Progressive Discipline, Code of Conduct, Confidentiality) HR Strategic Plan is in the final-draft version. Continuing to explore ways of utilizing the HRIS to improve efficiencies in HR processes (Performance Appraisal and Compensation alerts), scheduling 1:1 meetings with accountable goal settings. Processing WEG retro-activity back to 2024 to include vacation days and statutory holidays.

LOOKING AHEAD:

Corporate Services:

Q4 will see the team really focused on the Assessment phase of the SylogistGov implementation. MNP as consultants are planning and organizing and facilitating multiple information gathering sessions with staff to understand processes and requirements. After this information gathering, they will begin to build the system to meet the needs of the organization. In January, testing and training will begin. Work on the Performance Measurement project should wrap up, and the Long Term Financial

Plan work plan is ongoing. Budget deliberations and revisions in October and November are also on the work plan for the team.

Finance:
Staff will undertake individual work plans to comply with the internal records retention policy, creating file storage and naming conventions, as well as refining processes and procedures, to ensure that digital records retention replaces paper records in a standardized and compliant format.

Human Resources:
Summarizing the results of the Employee Engagement Survey, identifying areas of opportunity and developing strategies for improvement. Continuing to work on strategies with the HR Strategic Plan; Workforce Planning is well underway. Preparation for the Long Service Awards at this year's Christmas celebration,

Facilities: Q4 will be busy for facilities. It will see the completion of Rooftop AC Units replacements at the John Levi community Centre, the startup of the Rod Cameron Garage repairs (post-fire), the Ramsay Garage LED upgrade, the completion of construction drawings for the new Childcare Centre, Budget Deliberations, and upon receipt of the building condition assessments, report to council.

Information Technology:
Completion of the Bitwarden project and network upgrades are expected in Q4. Initial work with the Recreation department regarding online booking software will also kick off this quarter.

Respectfully submitted by,	Reviewed by:
________________________	________________________
Kathy Davis, Director of Corporate Services, Treasurer	Ken T. Kelly, Chief Administrative Officer

Cyndy Woods,
Human Resources Manager

Dan Cousineau,
Facilities & Project Manager

ATTACHMENTS (if applicable):
n/a

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

QUARTERLY UPDATE

DATE: November 4, 2025

TO: Committee of the Whole

FROM: Melanie Knight, Director of Development Services and Engineering

SUBJECT: **Development Services & Engineering Quarterly Report - Q3**

DEPARTMENT HIGHLIGHTS:

- Draft approval of Hannan Hills, Brown Lands Subdivisions
- Final release of securities for Mill Run Phase 3a and 5
- Detailed design for Hilan Village Subdivision is ongoing
- Weavers Way and Mill Valley Living Registered Subdivision Agreements and Building permits issued
- Consultation on the Secondary Plan and Public Realm Plan continued in Q3
- The Building Department has been implementing the new Development Charges since the by-law was passed by Council in June.

2025 PROJECT UPDATES/PENDING ITEMS:

The Planning Division is nearing completion of the Public Realm/Secondary Plan for Downtown Almonte, releasing the draft for commenting. Planning staff continued to work on finalizing Official Plan Amendments in preparation for Committee of the Whole before the end of the year.

The Building Division continues the implementation of the new e-permit system, PSD Citywide, with legacy data now being entered into the new system. The Building Division is busy with regular building permits as well as the start of Weaver's Way and the new childcare center.

The Engineering Division continues to make progress on several projects, including the County Road 29 watermain extension and intersection improvements (Lanark County), the Environmental Assessment (EA) for the expansion of Well 7&8, and the EA for the expansion of the wastewater treatment plant and Gemmill's Bay pump station. Engineers at CIMA continue to review background data for the wastewater treatment plant to develop a working understanding of the system in preparation for identifying problems and expansion opportunities.

This summer, the engineering student contributed significantly by adding legacy data to the GIS system, supporting the Division's goal of maintaining up to date sewer and waterworks information. Collection of the remaining data is planned for Summer 2026. The engineering student also assisted staff in proactively following up on older developments where the Municipality still holds securities. A summary table highlights the progress made.

Detailed design review of the Hilan Village Subdivision has begun, with a second submission from the developer expected soon. Weavers Way Subdivision continues to advance quickly with all servicing infrastructure, including water, sewer, and stormwater. The developer of Weavers Way is moving towards commissioning the sewage pump station and the stormwater management pond soon, with new homeowners expected to move in starting early 2026.

Housing Accelerator Fund (HAF) Projects

All seven initiatives remain on schedule, with key milestones being achieved as planned.

- ✓ Review of planning fees and charges and development charges
- ☐ Increase process efficiency
- ☐ Municipally owned lands review
- ☐ Ending exclusionary zoning
- ☐ Downtown Secondary Plan
- ☐ Affordable Housing Community Improvement Plan
- ☐ BuildingIN and 4 units as of right

KPIs:
Planning Branch

Inquiries	Q3 2025 Complete (in progress)	Total Completed for 2025	Total for 2024
Zoning (Inquiry/Compliance Letter/Certificate)	35 (22)	130	174
Consent	15 (6)	85	56
Pre-consultation	2 (3)	4	15
Heritage	0 (0)	5	12
Other	6 (6)	33	20
Total	**58 (37)**	**257**	**277**

Applications	Q3 2025	Q3 2024	Total for 2025	Total for 2024
Minor Variances	3	2	10	15
Zoning By-law Amendment	1	3	4	13
Official Plan Amendment	3	0	3	0
Site Plan/Development Agreement*	4/1	5	9	13
Subdivisions	0	0	0	0
Consents	6	2	9	29
Heritage Permits	4	2	12	9
Total	**22**	**14**	**47**	**79**

*Development Agreements for infill development

Building Branch

Building Permit Type	# of Building Permits Issued for Q3 – 2025	# of Building Permits Issued for Q3 - 2024
Additions	5	3
Renovations	11	18
Decks	15	18
Demolition	3	10
Accessory Structures	6	9
New Dwellings	24	6
New ICI building	1	1
Pool/Hot tub Enclosures	18	16
Tent Structures	2	4
Woodstove	1	1
Solar Panels	0	2

Building Permit Type	# of Building Permits Issued for Q3 – 2025	# of Building Permits Issued for Q3 - 2024
Change of use	0	0
Farm Buildings	4	0
Total permits issued	**90**	**88**

Engineering Branch

Active Projects	Project Type	Status
Environmental Assessment for Gemmill's Bay Sanitary Sewage Pumping Station	Planning	Progressing through background review
Environmental Assessment for Well 7 & 8 expansion	Planning	Preliminary studies starting
County Road 29 Watermain Extension	Design	Nearing completion

Address/Name of Development	Original Date	Cash Deposit	Letter of Credit
451 Ottawa Street	October 2013	$5,450.00	-
122 Stonehome Crescent	September 2020	$13,277.50	-
1785 Ramsay Concession 11A	August 2025	$5,000.00	-
Mill Run Subdivision Phase 5	October 2020	-	$165,416.00
Mill Run Subdivision Phase 3A & Menzie	October 2017	-	$104,692.00
340 Frank Davis Street	July 2024	-	$222,660.44

Address/Name of Development	Original Date	Cash Deposit	Letter of Credit
6299 County Road 29	February 2025	$145,730.00	-
Total Securities Released		**$169,457.50**	**$492,768.44**

LOOKING AHEAD:

Staff will be busy with many projects in Q4 of 2025, the Official Plan Amendment 28, the Downtown Secondary Plan and Public Realm Plan and several Zoning By-law Amendments which are related to the HAF initiatives for Council's consideration before the end of the year.

Staff will be returning to Council before the end of this quarter to provide an update on the administration of the capacity allocation for 2025. The implementation of the e-permitting system will continue with anticipated completion in Q4.

Respectfully submitted by,

Melanie Knight
Director of Development
Services and Engineering

Jon Wilson
Chief Building Official

MEDIA RELEASE

For immediate release
Oct. 23, 2025

Here are the highlights from the Lanark County Council meeting held Oct. 22, 2025.

Paramedic Master Plan Received for Consideration: Lanark County Council has received the "Ten-Year Paramedic Human Resources and Facilities Master Plan" and directed staff to bring the recommendations from the report to a future corporate services committee meeting for discussion.

Senior Consultant Hannah Mayes-Frenett explained Operational Research in Health (ORH) looked at the data for the paramedic service, analysed it to understand operations, used predictive modelling for the future and conducted consultation to learn more about the Lanark County Paramedic Service (LCPS). The objective is to help to address call volume projections and determine an optimal number and location of facilities, vehicle requirements to meet response time standards and staffing model recommendations (including support staff).

ORH analysed data from 2020 to 2024 and found an annual increase in incidents of about 5.5 per cent per year and an average call time (from vehicle enroute to cleared) to be just over an hour, with time at the hospital the greatest contributor to this.

Mayes-Frenett said information from site visits, interviews and documentation review found staff were complimentary about the LCPS and the county, but a theme emerged about an inability to be truly proactive rather than reactive, relating to staffing, physical capacity issues, funding constraints for the Community Paramedicine Program and technological inefficiencies.

She explained ORH's modelling software simulates the entire life cycle of emergency incidents, using historical data and a baseline for 2025. They projected demand over the next 10 years, including population and aging and found the number of incidents per day is expected to increase from 31 in 2024 to 49 in 2035. The projections were used to determine what resources would be needed to offset the demand, including increasing vehicle hours, additional paramedics and relocation of two bases to improve capacity for ambulances. The report also addresses some alternative scenarios and makes recommendations around additional support services. ORH has provided a phased plan for consideration. For more information, contact Kurt Greaves, CAO, at 1-888-9-LANARK, ext. 1101.

Update on Perth and Smiths Falls District Hospital Received: Lanark County Council received an update from Perth and Smiths Falls District Hospital (PSFDH) President and CEO Michael Cohen on the core capital campaign and the hospital.

Cohen explained this year's key strategic plan activities focus on improving best practices and care delivery and efficiency in their operating rooms, along with a renewed focus on engaging patients to improve care. This involves improving throughput in operating rooms, launching a new Nursing Model of Care, enhancing patient engagement and experience, and beginning to advance the hospital redevelopment project.

He noted patient occupancy rates are more than 100 per cent in the hospital due to high volumes and a large number of patients waiting for long-term care beds. Recruitment and retention continue to be areas of focus and have seen success with full-time positions, but there are still challenges with filling temporary positions. There is also a new resuscitation area at the Smiths Falls site and the third-floor nursing station renovation at the Perth site is nearing completion. There is also new funding to increase MRI hours. Cohen noted the hospital had a good year financially, with additional funding received.

Cohen outlined the three stages for hospital redevelopment planning: early planning, detailed planning and construction. PSFDH is in the early planning stage, with a pre-capital submission completed in February 2023 to outline general intent and high-level parameters and cost. Cohen said they will be starting the master plan component of this stage next year, which includes community engagement and involves outlining future demand, state of existing facilities, analysis of options, general project costs and schedule and other details to outline high-level space requirements. Cohen said it could be at least six to eight years before there is a new site.

As part of the core capital campaign, Cohen said the new electronic patient record system was implemented last December and commended staff for its smooth implementation. Cohen thanked council for its continued support for "safe and high-quality patient care at our hospital." The hospital is seeking support from the county to renew its $169,500 commitment in support of next year's campaign, and to expand the scope to support the redevelopment project and clinical capital replacement. For more information, contact Jasmin Ralph, Clerk, at 1-888-9-LANARK, ext. 1502.

Upcoming Meetings: County Council, Wednesday, Nov. 12, 5 p.m.; Community Services, Nov. 12 (following County Council); Corporate Services, Nov. 12 (following Community Services). Special Corporate Services (Budget), Nov. 21 9 am. **Inaugural Meeting, Tuesday, Nov. 25, 2 p.m. County Council, Wednesday, Nov. 26, 5 p.m.;** Public Works, Nov. 26 (following County Council); Economic Development, Nov. 26 (following Public Works). Watch for details about public access to meetings on agendas and through online notifications. For more information, contact 1-888-9-LANARK, ext. 1502. Like "LanarkCounty1" on Facebook and follow "@LanarkCounty1" on Instagram!

*99 Christie Lake Rd., Perth, ON K7H 3C6 * Tel.: 1-888-9-LANARK * Fax: 613-267-2964 * www.lanarkcounty.ca*

COUNCIL CALENDAR

November 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4 Council COW	5 4pm Heritage	6 3pm AAC Business Awards (AOTH)	7	8
9	10	11	12 1:30pm Library (PAK) County	13 Budget	14	15
16	17	18 Council COW	19 Business Breakfast (Civitan) 4:30pm COA	20	21 County Budget	22
23 / 30	24	25 Inaugural Meeting (County 2pm-4pm)	26 County	27	28	29

COUNCIL CALENDAR

December 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 Council COW	3 4pm Heritage County	4 3pm AAC	5	6
7	8	9 Council COW	10 1:30pm Library (ALM) County	11	12	13
14	15	16	17 4:30pm COA	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

2026 COUNCIL/COMMITTEE CALENDAR

Council	Library	Election Information	**Annual Conference Dates and Locations**
Committee of the Whole	County Council	Inaugural Meeting	ROMA Jan 18 - 20 Toronto; OEMC Sept 16 - 19 Ottawa
Heritage Advisory	Orientation		OGRA Mar 29 - Apr 1 Toronto
Committee of Adjustment	Conferences		FCM Jun 4 - 7 Edmonton
Accessibility Advisory	Office Closed		AMO Aug 16 - 19 Ottawa

JANUARY

SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	6	7 Heritage	8 AAC	9	10
11	12	13 Council COW	14 Library County	15	16	17
18 ROMA	19	20	21 COA	22	23	24
25	26	27 Council COW	28 County	29	30	31

FEBRUARY

SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4 Heritage	5 AAC	6	7
8	9	10 Council COW	11 Library County	12	13	14
15	16	17	18 COA	19	20	21
22	23	24 Council COW	25 County	26	27	28

MARCH

SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4 Heritage	5 AAC	6	7
8	9	10 Council COW	11 Library County	12	13	14
15	16	17	18 COA	19	20	21
22	23	24 Council COW	25 County	26	27	28
29 OGRA	30	31				

APRIL

SUN	MON	Tues	WED	THUR	FRI	SAT
			1 OGRA Heritage	2 AAC	3	4
5	6	7	8 Library County	9	10	11
12	13	14 Council COW	15 COA	16	17	18
19	20	21	22 County	23	24	25
26	27	28 Council COW	29	30		

MAY

SUN	MON	TUES	WED	THUR	FRI	SAT
					1 Nominations Open	2
3	4	5	6 Heritage	7 AAC	8	9
10	11	12 Council COW	13 Library County	14	15	16
17	18	19	20 COA	21	22	23
24 / 31	25	26 Council COW	27 County	28	29	30

JUNE

SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3 Heritage	4 FCM AAC	5	6
7	8	9 Council COW	10 Library County	11	12	13
14	15	16	17 COA	18	19	20
21	22	23 Council* COW	24 County	25	26	27
28	29	30	*Special Council after COW to approve motions before summer recess.			

JULY

SUN	MON	TUES	WED	THUR	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SUMMER RECESS

AUGUST

SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5 Heritage	6 AAC	7	8
9	10	11 Council COW	12 Library County	13	14	15
16 AMO	17	18	19 COA	20	21 Nominations End *2:00PM	22
23 / 30	24 / 31	25 Council COW	26 County	27	28	29

SEPTEMBER

SUN	MON	TUES	WED	THUR	FRI	SAT
		1 Council COW	2 Heritage	3 AAC	4	5
6	7	8	9 Library County	10	11	12
13	14	15 Council COW	16 OEMC COA	17	18	19
20	21	22	23 County	24	25	26
27	28	29	30			

OCTOBER

SUN	MON	TUES	WED	THUR	FRI	SAT
				1 AAC	2	3
4	5	6 Council COW	7 Heritage	8	9	10
11	12	13	14 Library County	15	16	17
18	19 Advance	20 Voting	21 COA	22	23	24
25	26 Voting Day	27	28 County	29	30	31

NOVEMBER

SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3 Council COW	4	5	6	7
8	9	10 Council Orientation	11 County	12	13	14
15	16 Inaugural Meeting	17	18	19	20	21
22	23	24 Inaugural Meeting County	25 County	26	27	28
29	30					

DECEMBER

SUN	MON	TUES	WED	THUR	FRI	SAT
		1 Council COW	2 County	3	4	5
6	7	8 Council COW	9 County	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Holidays

New Years Day - January 1st
Family Day - February 16th
Good Friday - April 3rd
Easter Monday - April 6th
Victoria Day - May 18th
Canada Day - July 1st
Civic Holiday - August 3rd
Labour Day - September 7th
Thanksgiving - October 12th
Remembrance Day - November 11th
Christmas Day - December 25th
Boxing Day - December 26th

LANARK COUNTY

TRAFFIC ADVISORY WORKING GROUP
Minutes

October 08, 2025, 9:00am

PW Administration Building- CP Boardroom

Participants
Sgt Rob Croth, OPP
Councillor Jane Torrance, MM
Councillor Gary Waterfield, PERTH
Deputy Reeve Jeff Carroll, MON
Councillor Greg Hallam, TVT
Councillor Dena Comley, CP

Staff
Sean Derouin, PW Director
Sam Poole, PW Manager
Ian Hall, Senior Technologist
Jasmin Ralph, Clerk

Regrets
Councillor John Matheson, DNE
Reeve Richard Kidd, BCK
Councillor Ron Closs, LH

MEETING OUTLINE

1. Roll Call

2. Presentations

No Presentations

3. Review Previous Meeting Minutes
   a. August 13, 2025, Meeting Minutes

4. Old Business

   a. Automated Speed Enforcement (ASE):

October 08, 2025 Program update

- Sites have been assessed by Verra, based on their assessment, optimum locations would be in front of each school.
- Privacy impact assessment: In progress
- AMPS (Administrative Penalties) by-law template from EORN (Eastern Ontario Regional Network) is ready for review by County.
- Marketing program: On-Going, County to review proposal from We-Us-Them.

Next Steps:

- Determine timeline of implementation depending on when agreements and privacy assessment are completed
- County Council still has final say on implementation as by-law(s) need to be passed prior to implementation

- Group reviewed a letter from the City of Burampton (signed by a number of municipalities) to the Premier's office asking to not scrap the ASE program.
-Lanark County will send a letter of support for endorsement from County Council
-Lanark County will continue to move forward on ASE program
-Also need to look into signage for ASE including "Speed camera coming soon" sign

b. Review on-going Requests for Speed Management:

i. Hamlet of Elphin Speed zone adjustment + Radar Signs

ii. Speed zone changes North St. / CR10

iii. Community safety Zone extension Rosedale Road South (CR23)

- *Passed by council as an amendment to the consolidated traffic By-Law, sign installations underway*

Speed management request on County Road 1, Rideau Ferry

- Public Works installed Oversized speed signs on Rideau Ferry Road with cooperation from Leeds & Grenville.

5. New Business

a. Speed Management Requests

ii. Speed Management request CR17 Martin St. North

- No existing transitional speed zone entering Blakeney from the South
- Suggested measures, add transitional speed zone
- 85^{th} percentile speed is 95km/h on Martin St. North within the 80km/h zone.

iii. Speed Management request CR17 Blakeney Road

- No existing transitional speed zone entering Blakeney from the North
- Suggested measures, add transitional speed zone
- 85^{th} percentile speed is 95km/h on Blakeney Road within the 80km/h zone.

See bellow

iv. Review transitional speed zones within the county

-Data to be collected at speed zones without transitional zones to determine if there is a need for transitional zones. (this will include speed zone in Blakeney)
-Will provide recommendations at next TAWG meeting

v. Speed Management Request CR10 Scotch Line
   - Speed data collected
   - Collision data collected
   - Road geometry assessed

-Discussed additional pavement markings/ signage but determined no speed management measures warranted at this time. OPP confirmed the two recent collisions were most likely a coincidence and that this area does not appear to be an issue.

c. Other

ii. Review County Speed Management Policy

-Section 3.4 Transitional Speed Zones
-*Reword "will implement transitional speed zones" so the County has the ability to determine if a transitional zone is justified*
-Data needs to be updated where educational measures have been implemented to determine what impact they have had on traffic speeds

-The County has room in the speed management budget to put together an ad campaign supporting safe driving and traffic safety awareness

6. Next Meeting Date: December 10th at 9:00am
   Following meeting(s): TBD

   a. Proposed Agenda Items:
      i. Automated Speed Enforcement (ASE) update
      ii. Review Speed Zone speed data

7. Action Items:
   a. Draft letter of support to back the letter from Burlington and Brampton to the province regarding a compromised approach to automated speed enforcement
   b. Collect speed data at all speed limit reductions of more than 20 km/h
   c. Modify wording of Speed Management Policy section 3.4 to allow the county more control over when to implement transition zones

OPP Sgt. Rob Croth indicated his retirement at the end of 2025. He noted that the County's TAWG was very well organized, and he enjoyed working with the group. He commented that through his experience this was one of the more well-functioning traffic groups that he had been involved in.

LANARK COUNTY

lanarkcounty.ca

99 Christie Lake Road, Perth, ON K7H 3C6

The Honourable Doug Ford
Premier of Ontario
Legislative Assembly of Ontario
Via email: premier@ontario.ca

Cc: Honourable Prabmeet Sarkaria
Minister of Transportation
Legislative Assembly of Ontario
Via email: minister.mto@ontario.ca

2025.10.22

Re: Automatic Speed Enforcement (ASE) Program

Dear Premier Ford,

We appreciate your willingness to work with municipalities in particular on matters related to public safety. When the province brought in O. Regulation 398/19, which permits municipalities to use speed cameras in school and community safety zones, the province worked with municipalities to keep our residents safe. The municipal sector has heard you on the issues residents are raising and are writing today hoping to suggest a compromise related to your announcement of a total ban on ASEs. This compromise would allow municipalities to keep Automated Speed Enforcement in school zones, subject to measures that will address the concerns you have heard.

For most of us, the intention has always been to install cameras in school zones to protect our most vulnerable residents – our children. For example:

- Burlington is installing six, all in front of elementary or high schools.
- Hamilton has installed eight, all in front of elementary or high schools.
- Innisfil has four speed cameras that alternate between six elementary schools and 1 high school in both rural and urban settings.
- Lanark County is installing four in front of elementary and high schools.

To further put safeguards and measures on ASE in school zones, the government could consider, and we would support:

- Setting cameras at a reasonable threshold of speed before a ticket is issued;
- Time of day operations tied to school and community use times;
- A warning ticket issued on first offense;
- Set fine that is not double, due to community safety zone;
- Large signs alerting drivers of the presence of ASEs; and
- A blackout on additional fines for seven days after receiving the first ticket, to alert the driver and allow them to change their behaviour.

We would further support that fees collected from speeding fines be directed to additional traffic calming measures, for example flashing speed signs, pedestrian crossovers, roundabouts, sidewalk bump outs, pedestrian refuge islands, and even additional police enforcement. Funding traffic calming from ASE fines lifts these costs from taxpayers, and assigns them to speeders who are causing the issues in the first place. This is something that many municipalities do already.

We know that speed cameras reduce driver behaviour and save lives. A July 2025 study by SickKids and Toronto Metropolitan University confirmed what municipalities experienced on the ground: ASE cameras reduce speeding and improve road safety. In Toronto, ASE cameras led to a **45% reduction in speeding vehicles across 250 school zones**, including an **88% reduction in vehicles exceeding the speed limit by more than 20 km/h.** These are not just statistics—they represent fewer injuries, fewer fatalities, and greater peace of mind for parents and communities.

Additionally, speed is a major factor in whether a pedestrian lives or dies. A collision at 30km/hr has a 90% chance of survival for the pedestrian; that drops to 50% survival for speeds of 45km/hr, and to almost zero for speeds at 80km/hr.

Further, there is overwhelming support for ASEs among Ontario residents. A survey by CAA South Central Ontario found that nearly **three-quarters of Ontario drivers support ASE**, especially in sensitive areas like school zones and community centres. Ontarians understand that safety must come first. There is also support for ASEs among a wide range of enforcement and traffic experts, including the Ontario Association of Chiefs of Police (OACP), the Ontario Traffic Council, the Association of Municipalities of Ontario (AMO) and more.

A total ban on ASE would reverse years of progress on safety in school zones. It would place more pressure on police, increase enforcement costs, and most critically, endanger lives.

We urge you to provide a carve out to allow municipalities to continue to deploy ASE in school zones, and work with municipalities to improve understanding, effectiveness, and community engagement around ASE in these areas.

We know your government has been open in the past to revisiting decisions when presented with sound evidence and public support. We hope that will be the case again. Ontario's municipalities are open to making changes and stand ready to work with you to provide additional modifications to the program to address concerns, while also ensuring our communities have the tools they need to keep people safe.

Sincerely,

Toby Randell

Warden

Lanark County